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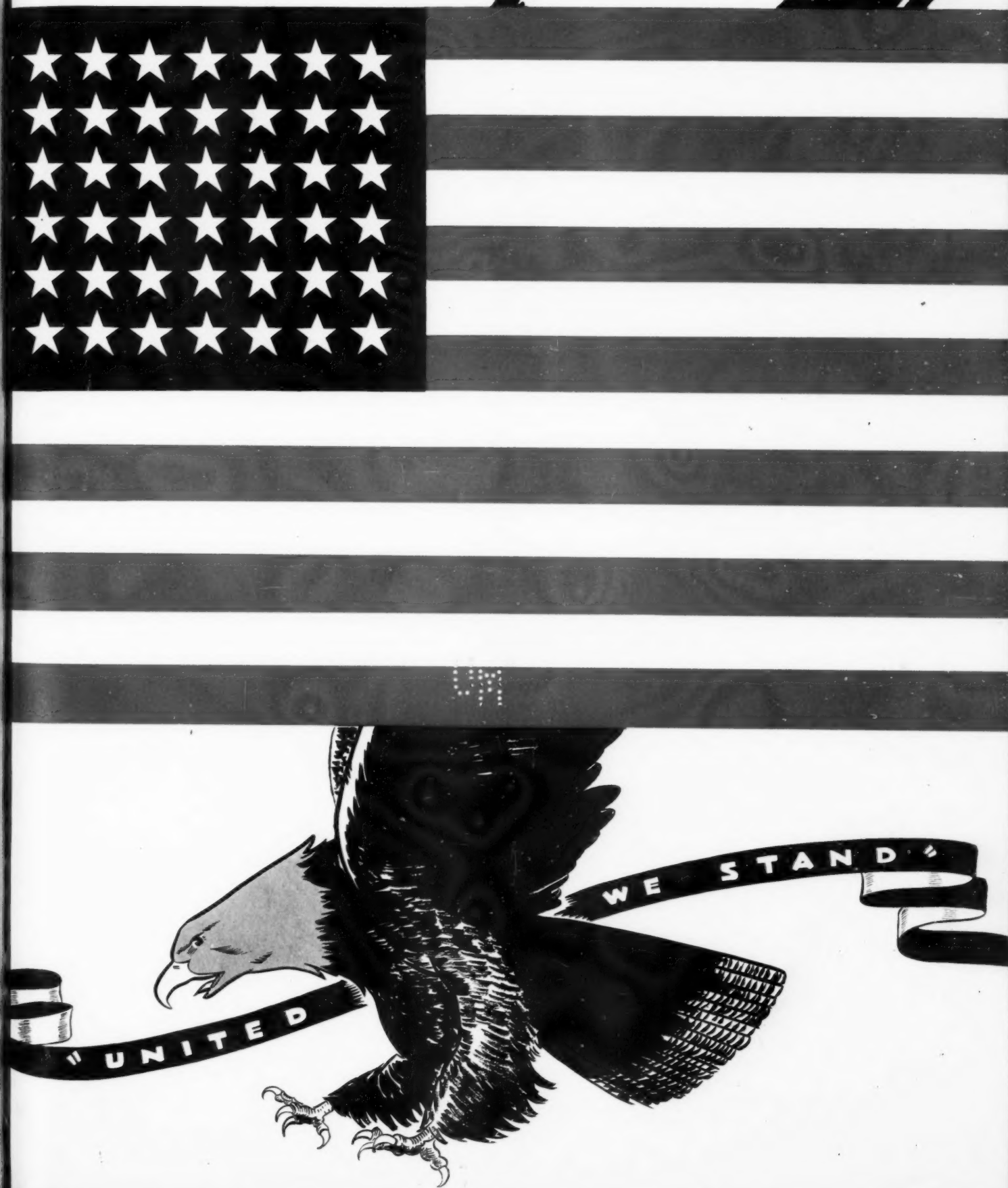
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# *Sales Management*

THE MAGAZINE OF MODERN MARKETING



# MID-AMERICA!

Free from dependence on tankers, cars or pipelines, Mid-America lies safe and secure, mid-way between the nation's coast defenses. Fabulous mineral and agricultural resources promise ever-greater development for years ahead. No wonder this strategic area is becoming America's new Fortress of Industry! No wonder Oklahoma City, plumb center of it all, will have 30,000 new jobs for skilled workers this year—a quintupled industrial pay roll! Mid-America is the land of new opportunity—for Industry, for workers, and, especially, for Oklahoman and Times advertisers.

The OKLAHOMAN and TIMES



THE OKLAHOMA PUBLISHING COMPANY: THE FARMER-STOCKMAN ★ MISTLETOE EXPRESS ★ WKY, OKLAHOMA CITY  
KVOR, COLORADO SPRINGS ★ KLZ, DENVER (Affiliated Management) ★ REPRESENTED BY THE KATZ AGENCY, INC.

# THERE'S NOT ANOTHER LIKE IT!



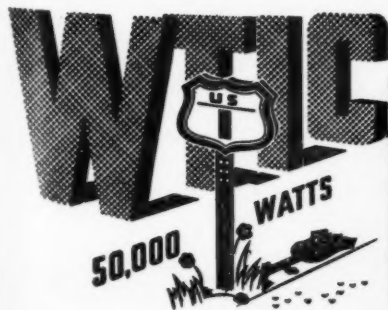
There is only one Grand Canyon, an unparalleled beauty spot, and a unique creation of the combined forces of time and weather.

Unique, too, is the combination of WTIC's leadership in a market where buying income per family is 66% above the national average.\*

Use the power and prestige of WTIC to establish and maintain good will in this prosperous Southern New England area. Let us show you that

**THERE'S NOT ANOTHER LIKE IT!**

\*Sales Management, April 10, 1942



## DIRECT ROUTE TO AMERICA'S NO. 1 MARKET

*The Travelers Broadcasting Service Corporation  
Member of NBC Red Network and Yankee Network*

Representatives: WEED & COMPANY, New York, Chicago, Detroit, San Francisco





## G-Strings to Blackout Curtains

May marked the 100th anniversary of Dazian's, a name to conjure with in show business. Founded in New York by Wolf Dazian as a theatrical supply house, the firm now deals chiefly in dry goods, supplying fabrics for draperies, costumes and a variety of other uses. The theatre is still its biggest market. This includes movie houses and Hollywood producers. Night clubs are also good customers—they use quantities of draperies. Dazian's materials are also to be found in window displays all over the country.

In the theatrical world tempers are short and credit ratings fluctuate, but most producers try to stay in the good graces of Dazian's, because, "You can't put on a show without Dazian's." The company's sales in 1941 totaled over \$3,000,000, which represents a lot of G-strings, ballet costumes and plush draperies. Its history would also be a history of the show business in America—the costuming and props for the Dillingham, Frohman and Ziegfeld productions; costumes for a long line of stars, including Edwin Booth, Lillian Russell and Richard Mansfield; the rise of draperies in lieu of scenery (Earl Carroll spent \$200,000 on velvet, silk, bejeweled curtains with the "scenes" embroidered on them). Its most expensive costume was for Maude Adams in "L'Aiglon"—cost, \$1,350.



Sarah Bernhardt's tiny slipper is one of a multitude of souvenirs and memories, which Dazian's has acquired in a century of show business.

Henry Dazian, son of the founder was a director of the Metropolitan Opera House for ten years and made costumes for all of its performances. His customers included Adelina Patti, Emma Calve, Sir Henry Irving, Anna Pavlowa and many other famous artists. Once when Richard Mansfield showed signs of fretfulness during a fitting, Mr. Dazian ordered him out of his store. Mansfield apologized and the two remained good friends from then on. Sarah Bernhardt was also a particular friend. In her late years, Mr. Dazian made her "symmetricals," the padded contraptions replacing her leg that had been amputated. (When the surviving leg was no longer shapely, a symmetrical covered it too.) The Divine Sarah gave Dazian the pale pink satin slipper, size one, worn during her first American appearance.

Emil Friedlander, present head of the firm, (Henry Dazian died a couple of years ago) began his connection with it at the age of 15, as an errand boy. He's good at designing. It was he who thought of putting liquid tinsel on fabric to represent the aurora borealis. He also has a flair for merchandising. He saw the potentialities in the display field when it began to go in for theatrical effects and stage lighting about a decade ago. Before the war he used to commute all over the globe, searching for new textiles and ideas.

When mechanical devices were perfected that made the "traveler" type of curtain possible (working from the sides instead of up and down), Dazian was ready with gorgeous and spectacular draperies. Producer George White is credited with being the first to use an all-black velvet, "diamond" curtain. It was publicized as costing \$50,000; in reality, the "diamonds" were spangles, and the curtain cost less than \$1,000. Spangles are still extensively used on stage and night club draperies. When it became difficult to obtain them from Europe, Friedlander fostered the development of an American spangle industry (and the spangles are better and more durable than the European variety).

During the depression the firm feared for a while that the day of big theatrical spectacles had passed. It was then that it expanded into the display field. It also tied up with some casket makers, obtaining contracts for supplying fabrics for lining caskets. The story is told that one customer manufactured coffins from prefabricated sections, saying this permitted him to give special rates for orders of three coffins. Explanation of three-coffin orders was that Al Capone was believed to be a silent partner in the casket company. (Tall tales are the rule in show business.)

Though most of Dazian's present business is in fabrics, it still furnishes accessories and props. If a producer wants a stage army outfitted with spears and swords, Dazian can make them of a plastic material no heavier than paper, with the design and metallic finish painted on.

When society people used to give big parties, Dazian got some hefty orders—one alone totaled \$100,000 for decorations and costumes. The firm supplied materials for the opening of a Vanderbilt house and for a number of balls that made history. Most lavish stage costume order was for Belasco's "Du Barry" in 1906—\$42,000. Entertainment is on a more modest scale now. But the company is doing all right. Moves with the times. One of its newest products is the Dazian Blackout Curtain, made of flameproofed black duck, and attached to a metal rod "ingeniously manufactured to prevent flapping." With its wide experience in processing flameproof fabrics for the theatre, turning out a blackout curtain was child's play for Dazian.

## Meet "The Body"

Al Kent and Ginger Johnson decided that radio commercials, especially the one-minute variety (they don't like the term "spot"), were dull past endurance, so they teamed up and began to write jingles and music that both sell and entertain. Their most famous opus is the Pepsi-Cola "hits-the-spot" jingle sung to a swing version of the old hunting song, John Peel. They've turned out dozens of others for such advertisers as Ford, Armour, Flit, My-

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# REWARD

for a Wartime

"Golfer" who's done his bit  
of the Best—

...a drink  
Schenley



**AMERICA** *Makes the Best*  
**OF EVERYTHING!**

THE BEST OF THE TIMES...and  
the World's Best Whiskey! From  
Schenley's vast reserves, you get the  
best whiskeys from Kentucky, Indi-  
ana, Pennsylvania and Maryland—  
blended with finest grain neutral  
spirits for perfect mildness. It's a  
taste no other whiskey offers. Try it!



**THE TASTE IT TAKES FOUR STATES TO MAKE**

SCHENLEY, 72½% Grain Neutral Spirits. SCHENLEY RESERVE, 67% Grain Neutral Spirits. Both BLENDED WHISKEY, 86 Proof.  
Schenley Distillers Corporation, New York City.

# HIT THE HEART



## OF THE HOUSTON MARKET With The Chronicle's BIG Home-Delivered Circulation!

**28.6% MORE**  
**47.5% MORE**

Daily Home-Delivered  
City Circulation than the  
2nd Houston Newspaper.

Daily Home-Delivered  
City Circulation than the  
3rd Houston Newspaper.

**B**lackouts . . . rationing . . . War is making the home the heart of any market, today more than ever before. And in Houston The Chronicle is the HOME newspaper, today more than ever before.

At an all-time high now, The Chronicle's home-delivered circulation, daily and Sunday, provides far more coverage than either other Houston newspaper.

But The Chronicle's wide leadership extends to EVERY zone of circulation—has broadened from year to year for 29 consecutive years. The Chronicle is Texas' largest daily, with the lowest milline in the state.

March 31, 1942, A. B. C. Publishers' Statements.

### HOUSTON HOTTEST U.S. SALES HIGH-SPOT

Forbes Magazine for May 15th for the second straight month says Houston is the hottest sales high-spot in the U. S. Forbes says sales opportunities in Houston now are 25% greater than last year—and June retail sales last year were 23% above June, 1940, according to the U. S. Department of Commerce.

## THE HOUSTON CHRONICLE

First in Circulation and Advertising  
for 29 Consecutive Years

R. W. MCCARTHY  
National Advertising Mgr.
THE BRANHAM CO.  
National Representatives

TO SELL  
HOUSTON  
.. BUY  
CHRONICLE

[ 4 ]

T-Fine, General Electric, Esso, Beechnut and O'Sullivan. The Government is also a good customer, and they have been working 'round the clock on a tuneful ditty urging cooperation with the junkman in the current salvage campaign.

Working through the night is routine for Messrs. Kent and Johnson, whose usual approach to a job is to tackle it and then stay with it 'til completed. Generally speaking, Johnson is the musical half of the team and Kent composes the lyrics. In radio circles, they are considered the Gilbert and Sullivan of the spot radio field. Secret of their success is that the public likes their work, because it's tuneful and funny; and sponsors like it, because it bears down hard on the selling story. Singer Andy Love and the group known as the Tune Twisters put the programs on the air with plenty of gusto and rhythm.

Just now the boys are up to their ears in a new project, a program broadcast over WJZ (New York) from 1 to 7 a.m., for the entertainment of night workers. There had been other programs aired in these hours previously, produced chiefly to catch the "lonely soul" and barroom audiences, and made up mainly of recorded musical selections played at the telephoned or telegraphed requests of listeners. The Government won't permit the granting of such requests now (they could be made the basis of communications by Fifth Columnists). Kent and Johnson thought war workers deserved a better listening break in any event. "No announcer, even the most gifted *ad libber*, could be entertaining for six hours," they reasoned.

So they built their program without talk, except news on the hour, in capsule form (now sponsored by Esso), with even the station breaks and the time signals done amusingly and musically. All commercials must be presented musically, and the services of the mad pair are available free to sponsors. One feature is the series of songs through which they bid for sponsors. Here are some samples:

How do you do, Mr. Sponsor, how do you do?  
Here's the time for a commercial for you.  
We'd be glad to put it in,  
If you'll get up the tin,  
How do you do, Mr. Sponsor, how do you do?

How do you do, Mr. Sponsor, how do you do?  
We'll move a lot of merchandise for you,  
Pickles, pork and beans,  
Foldin' money in your jeans,  
How do you do, Mr. Sponsor, how do you do?

I'm a lonely little minute,  
Sitting by myself  
Mr. Sponsor, put me to work;  
I can be had—for pelf.

Both Johnson and Kent are NBC alumni, producer and announcer respectively. They wanted to do something about spot announcements five years ago, but got around to it only about three and one-half years ago. Their teamwork clicked from the start, and they've had no trouble getting their minimum fee of \$2,500. This includes from one to 50 one-minute programs "in the same pattern," which means varying lead-in copy, usually with the same theme song. They sell half-minute units too. "Pepsi-Cola hits the spot," etc., is a 30-second item. The boys would like to do one in double-talk, but Pepsi-Cola says no. They did get in some double-talk, though, in their series for Armour, when honest-to-goodness recipes were "swapped" for screwball ones. There was boiled tiger, baked premise ("first find a premise"), fricassed ocelot ("find a friend with one") and smoked sturbis.

The boys recently incorporated under the firm name, Kent-Johnson, Inc. They're fascinated with the idea and refer to themselves frequently as the "corporate body," or, more succinctly, "The Body." A serious inquiry about their health or good spirits will bring the reply, "The Body is fine this morning, thank you." (Last week was "Greater Body Week.") If that's Johnson's idea, you can't blame him. He's British-born and his real name is Austen Herbert Croom Croom-Johnson.

SALES MANAGEMENT



## WAR COMMUNIQUE from Harry, the Horse . . .

"It's a heck of a note at my time of life to be sent out to impersonate a motor truck. The steel-and-wood wheels don't favor your forequarters any, either. But when we wise up these ex-gas-buggy jockeys on practical equine procedure, everything will be all right . . . After all, you can't win a war without horses. They tell me that rubber tires can't take it on this job for more than six months, but us horses keep rolling for years. Unless the Horsepower Commission in Washington drafts us for other work, you can depend on us horses to deliver the papers okay.

"This paper I pull for must be a mighty up-to-date outfit, with a lot of horse sense. No wonder so many people like it. And now that us horses are on the job, you can expect Chicago Sun circulation to go up fast . . . Folks that are fond of horses make mighty nice customers, too . . . Be seeing you!"





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# Significant Trends

As seen by an editor of SALES MANAGEMENT for the fortnight ending July 1, 1942:

## The War and British Marketing

FROM ENGLAND'S EXPERIENCES we may be able to avoid their errors, use their plans which proved good and meet our own war problems more successfully. That is a sentence from the foreword to an extraordinarily useful and interesting 72-page pamphlet prepared by the U. S. Department of Commerce and called "Effects of the War on British Marketing." It covers as completely as possible all that the title implies. Here are a few highlights:

Direct price control in Great Britain is decentralized, with no single agency having been given over-all price jurisdiction. Here we have one central authority, the Office of Price Administration, and there are indications that our system may be best. In England the price increases have been very spotty, with some ministries being capable of holding down increases and others proving miserable failures. Rent, for example, is up only 1.2% since the beginning of the war in August, 1939, but clothing is up 94%. It may be too early for us to say that we have the machinery to stop the inflationary spiral, but it is at least encouraging to learn that after 19 months of increase our cost of living on June 2nd was slightly lower than on May 15th, according to the U. S. Department of Labor. The stabilization of the index, according to Madam Perkins, represents in large part a balance between increases in the prices of certain foods which are not subject to control, and decreases in prices of controlled foods, clothing, house furnishings and rents in some areas.

England has never had a census of distribution so it is impossible to get many of the retail comparisons which are available in this country. It is believed that before the war there were approximately 750,000 retail outlets in the United Kingdom, and estimates of retail mortality as of the middle of 1942 run as high as 35%. Reduction in the number of retailers in some lines has taken place because of the draft, since there are few exemptions for retail workers. The number of chemists shops has been reduced 25% automatically by the calling up of pharmacists. Only about 4% of all retailers have actually been bombed out. Just as there was a sharp increase in the number of small independent grocers in this country during the worst years of the depression, so in England was the increased number of food retailers in 1941 actually much greater than before the war started. The reason seems to be that many persons took out retail food licenses in order to insure food supplies for their families and friends at wholesale prices, and other stores added food lines to bolster falling volume.

## Packaging Problems in Britain

PAPER IS SO SCARCE in Britain that they have packaging problems which we are unlikely to see in America. Many items are sold unwrapped by the manufacturer. Most soap, for example, comes to the retailer unwrapped. Bottles are plentiful and manufacturers in a number of lines are using them, stamping the brand's name in the glass to save paper. Sugar apparently is sold only in bulk. Tubed products—toothpaste, face cream, etc.—are sold in bare tubes, with no outer box. To prevent denting and scratching, Colgate-Palmolive-Peet sends toothpaste to retailers packed in car-

tons, but the retailers must send the cartons back for re-use.

Toilet talcum is sold in refillable sifter cans, three times normal size, with paper-packaged refills. Cigarettes are sold in paper packages with no inner foil or outer cellophane. Branded cigarettes are delivered to dealers in packages of 500, 1,000 and 2,000 units, to be sold to users a dozen at a time in little paper bags. Foodstuffs may still be packed in cans but the paper label is limited to 20 square inches.

Some manufacturers have, in their advertising, attempted to make selling points out of their new packages. Red, White & Blue coffee is now packed in glass jars; ads point out that now customers can get coffee really fresh—but small type at the bottom explains that if the grocer still has the coffee in tins it is all right to buy that for it is just as good! Rowntree's chocolates now are advertised as being of high quality at low prices—because no fancy trimmings are used on the package.

The volume of retail sales has been remarkably constant throughout the war period, in money terms, but the physical volume has declined. Taking average daily sales for August, 1939, as 100, the British index, made up of sales of foods, apparel and household goods, actually rose during the early months of the war, and just before the most active bombing in late 1940 the index went as high as 112. Currently the dollar volume is about 92% of the 1939 normal. "Effects of the War on British Marketing" is a worthwhile public document and is available at 15c from the Superintendent of Documents in Washington.

## New Trends in Retailing

SELF-SERVICE DRUG STORES are on the way—but they may not get very far. Most druggists' associations are opposing them because of the feeling that so many drug products are "dangerous." However, the idea is getting a good start in Kansas City where the aggressive Katz chain has seven out of its 20 stores on a self-service basis.

The Agriculture Department in May quietly embarked with wholesale and retail food distributors on the broadest



Nearly every day we get a request or two for a list of defense contracts by states; here they are, complete up to the end of March—but please have some salt handy when you take them. Statistically they're accurate, but there's no law that says a company must have all of its plants, or even any of them, in the state where it has its home office and does its Federal contracting.





The joint Labor-Management production drives are working well. At the Crosley Cincinnati plant scoreboards have been erected in six locations; each machine gun represents a Crosley war product, and as production is accomplished bullets are posted on the board. Benito is supposed to be the easiest mark, and that's why he gets his first.

food merchandising campaign the country has ever witnessed. To date results indicate that the plan will be successful. The aim is to make full use of farm products in seasonally heavy supply, thereby preventing waste and conserving food for amply expanded wartime needs. Specials known as "Victory Food Specials" cover a promotion period of one or two weeks and are featured in food advertising of all participating markets. The first Victory Special was lettuce in the May 11-25 period and sales of 8,000,000 crates representative of an increase of 23% over last year and 55% greater than the ten year average. Spinach, asparagus, tomatoes, broilers and fryers came next on the Department's promotion list.

In A & P's current corporate report, John A. Hartford points with pride to the fact that 30% of all foods handled by the company was delivered last year directly to their retail outlets from packing or processing plants or rail unloading points, "bypassing even our own warehouses." Yet the Great A & P Co., gets paid for being a wholesaler as well as a retailer!

## Advertising and Government

SOME DEFINITE GOOD IS EMERGING from the enforced collaboration of business and government—so said Bruce Barton in the keynote speech at last week's convention of the Advertising Federation of America. "Underneath the surface irritations many business men in Washington, and a growing number of the bureaucrats, are gaining a considerable degree of mutual respect. Who would have thought the day could come when the leaders in the oil industry would actually like Harold Ickes and be referring to him and themselves as 'us'? One afternoon recently the president of a large company, coming direct to our office from a session in the nation's capital, startled us with the fervent exclamation, 'Thank God for Leon Henderson.' He had been amazed by Leon's understanding of his problems."

We agree with Mr. Barton that this may be a significant trend and we have felt for a long time that business men in general and advertising men in particular have made their lot harder than it need be by going out of their way to antagonize Washington officials and congressmen. An agency executive said at an American Marketing Association meeting the other day, "Washington officials must be hard-boiled and thick-skinned or by this time they would have done everything within their power to give advertising men a good sock on the jaw, for advertising men have a public relations record in dealing with the Government which is about as bad as could be. Advertising men have asked one official after another what he thought about advertising

and when these men said that they approved of advertising as a social and economic form, even though they criticized some aspects of it, the ad men would come back a few weeks or months later and say to these fellows: 'Now we know perfectly well that you really didn't mean it when you said you approved of advertising. Come clean and admit that you really believe in Communism and consider advertising as an unnecessary and unsocial force.'" Again these men would reiterate their belief in advertising and again the advertising men would express doubts.

So we were particularly interested in another talk before the AFA meeting. That one was made by Howard T. Hovde, now on leave from the Wharton School, and acting as consultant to the Bureau of Foreign and Domestic Commerce. In his speech he documented some recent statements by government spokesmen in proof of their personal and official belief in advertising. He quoted from the Secretary of Commerce, the Under-Secretary of Commerce, the Director of the Bureau of Foreign and Domestic Commerce, the Chief of the Regional Research Unit of the Bureau of Foreign & Domestic Commerce, Chief of the Division of Commercial and Economic Information; Leon Henderson, Price Administrator; Thurman Arnold, Assistant Attorney General; and Donald Montgomery, Chief, Consumers Council Branch. He ended up that part of his speech by saying, "critics of advertising processes have more often been maligned and misrepresented by hurried reporting than interpreted correctly. *As I have observed the Washington scene there are few adverse critics of advertising, none of whom are in high places.*"

The war is giving advertising men an opportunity to show the relatively few skeptics in administrative and congressional circles that advertising is powerful and that advertising can be used to aid the war effort. In the increasingly intimate relationship between advertising men and government officials there should develop—and we think will develop—an understanding which has been slow in coming about because up to this time there has been mutual suspicion rather than mutual understanding.

## Significant Shorts

**A Tip For Sales Management:** Both from governmental and private sources come glowing reports of the success of labor-management production.

The magazine *Mill & Factory* completed a survey recently which indicates that labor has not taken advantage of the new set-up. Fifty-four percent of the company executives report that conferences are worth the time they consume and 19% say it is too early to tell; 74% report that labor has used these meetings in a sincere effort to increase production; in reply to the question "has it increased the number of worthwhile suggestions by employees?" 51% answered "yes," 31% answered "no" and 18% didn't know yet. This drawing together of management and labor representatives on the production end may give sales managers an idea for giving the salesmen a greater opportunity to participate in the planning process, and now is the time for consideration of this possibility.

**Just Off the Record:** This may not mean much if you haven't anything to sell but the fact is that income payments to individuals in April of this year at \$8,784,000,000 were almost one-fourth larger than in the same month last year—the highest for any month on record. April's expanded flow of income payments amounted to an annual rate of \$109,000,000,000 and it is expected that the additional six months of this year will produce incomes at the rate of \$117,000,000,000.

PHILIP SALISBURY

SALES MANAGEMENT



# NEWS REEL



Galloway

R. R. GALLOWAY is named vice-president in charge of distribution of Certain-teed Products Corp., Chicago. He has been with the company since 1923. In August, 1940, he was made general sales manager. Before that he was d. s. m.



Fennell

J. L. FENNELL succeeds Mr. Galloway as Certain-teed's general sales manager. He joined the corporation in 1928. Recently he has been asst. g. s. m.



Chisholm

GEORGE E. CHISHOLM, formerly sales promotion manager, becomes assistant to the general sales manager of Union Bag & Paper Corp., New York. He has been connected with the paper industry since 1930. Before joining Union, he was with Eastern Manufacturing Co. and Hollingsworth & Whitney.



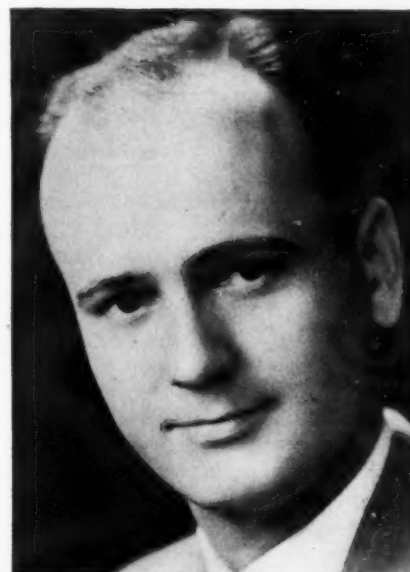
Pierce

QUENTIN D. PIERCE has been appointed general sales manager of Northwestern Yeast Co., Chicago. From 1934 until taking over his present post he was assistant general sales manager of Derby Foods, Inc. Prior to that he was active in newspaper advertising work.



Van Kirk

C. M. VAN KIRK has been elected vice-president in charge of distribution of E. R. Squibb & Sons, New York. He joined the company in 1926, rising through various departments. Most recently he acted as assistant to the president.



Deines

HARRY J. DEINES is promoted to advertising manager of the radio, television and electronics department of General Electric Co., Bridgeport, Conn. He was formerly manager of sales promotion and advertising of the receiver division of that department.



H. Freeman Barnes is a good showman. In his talks before lighting industry groups he uses a huge visual presentation and startling lighting effects. And every time he cites another way a qualified lighting counsellor can help to break a bottleneck in war production, he crashes a bottle to the floor. Nobody goes to sleep in these meetings!



# GE Shows Lighting Industry How It Can Help to Win the War

Here's a striking example of the way the normal sales and promotion effort of a bellwether company has been converted to the needs of total war. By showing how enormously proper industrial lighting can increase production, GE gives lighting men not only a new sense of responsibility, but a feeling of active participation.

Based on an interview with

**H. FREEMAN BARNES**

*Sales Promotion Manager, Lamp Dept., General Electric Co., Cleveland*

**T**O "smash the lighting bottlenecks in industry" for greater and better war production is the objective of an activity now under way among the 10,000 lighting specialists of the country. Lighting corps maintained by public utilities, distributor and contractor representatives, the lighting industry as a whole, are well on their way to organization and mobilization by about 200 General Electric field men under the leadership of H. Freeman Barnes, manager of the sales promotion department of GE, and co-founder of the Better Lighting Program at Nela Park, Cleveland.

The campaign is an excellent example of the way an alert company can re-interpret for personnel in the distributive end of an industry, the objectives of the industry in terms of helping to fight the war. GE can sell all the lamps it is now permitted to make, and most public utilities have little additional load to sell; the effort, there-

fore, is in the direction of making the present lighting load most effective for the war effort.

The GE campaign defines clearly for the lighting man in Keokuk, or Detroit, or Ft. Worth, his own specific responsibility—as a lighting man—in connection with the war program. It does so by emphasizing in graphic and dramatic terms the fact that proper industrial lighting is a crucial factor in getting more war production and getting it fast. Any man therefore, who helps a factory to step up the efficiency of its lighting and thereby to step up either the rate or the quality of its production, is not only participating directly in the "win the war" effort, but is contributing vitally and importantly to it. In other words, this campaign answers, for "the lighting man in the street," the question: "Do I fit into this war effort—and if so where? And how importantly?"

The theme of the presentation, as made by the GE men, revolves around

the basic idea that almost every plant in America can develop—without additional space or machinery—a production capacity that is now latent, through improvement somewhere along the line, of the lighting conditions under which labor works.

If the lighting industry were to exploit fully its opportunities for service in this connection, the industry would have contributed—at the end of a year—the equivalent of so many ships, so many tanks, so many planes. . . . The climax of the presentation is a tabulation of the actual figures showing just how tremendous this contribution would be.

Here is the way the story goes:

Mr. Barnes' illustration of how man power for war can be multiplied starts with the average worker in industry, whose productive capacity is normally 2,000 hours a year. He maintains that a lighting expert can step up productivity not less than 3% by improved lighting in the average plant.

"Increasing the efficiency of one worker 3% means the saving of 60 man-hours a year," says Promotion Manager Barnes. "If a plant has 100 workers, then the increased production time available is 6,000 man-hours per year. The lighting man who improves the lighting in 16 such plants has saved a total of about 100,000 man-hours a year—or enough to build a four-engine bomber."

On this basis, a 3% increase among an estimated 10,000,000 people now

**SALES MANAGEMENT**

## TIME IS SHORT

It's **LATER**

Than You Think

It's **DARKER**

Than You Think

Shown here are pages from the visual presentation which tells the lighting industry how it can help win the war. (Above) Mr. Barnes illustrates how proper lighting can create a "25th hour of the day." To emphasize the point that no untrained eye can tell if lighting is right, he paraphrases the slogan, "It's later than you think," to "It's darker than you think."

working under imperfect lighting conditions would increase man-hours by 600,000,000, the equivalent of adding 300,000 men to the nation's wartime personnel.

If the lighting industry is to follow through on this opportunity to help to achieve victory through better industrial lighting service, it follows that they need to qualify as efficiency experts on lighting problems. GE, therefore, has framed a short "refresher course" to be conducted by public utilities for their personnel, with GE cooperation. (Participants receive a lapel button showing a four-engine bomber, symbol of increased man-hours made possible by better lighting.)

These lighting counsellors, in turn, utilize several brand new texts to teach factory executives the basic principles of seeing, and the application of proper light.

Light, it is pointed out, is closely related to four fundamental factors of seeing: "The *Size* of the object . . . the *Contrast* of the object with its immediate background. . . *Time* . . . and *Brightness* of the object."

The text, "War Production Lighting," deals in facts within common experience. "The larger the object, the easier it can be seen. . . If lighting is poor it is instinctive to bring the object closer to the eye—in that way increasing its visual size." But to do so, for a prolonged time, puts a strain upon eye muscles which can result in

## 3% PRODUCTION

= 360,000 MEN

Light Tanks ..... 102,000

Training Planes ..... 28,000

Big Bombers ..... 5,600

Destroyers ..... 240

Battleships ..... 26

(12,000,000 War Workers)

Because lighting is a production tool which is universal and automatic, it affects all war industries, from food to tanks. With over 12,000,000 workers now employed in war industries, if better lighting increased production by only 3%, it would mean adding the equivalent of 360,000 men. The above chart translates this into terms of war materials.

ocular injuries. And many objects in production cannot be moved closer.

A white chalk mark on iron is more easily seen than a black mark, states the text in connection with Contrast. A magician "causes an object to disappear by showing it against a background of exactly the same color." Therefore the GE course includes study of backgrounds under shop conditions in addition to stepping up foot candles of illumination to reduce contrasts caused by shadows.

Comparing the eyes to a camera, the story goes on to point out that "it takes Time to see . . . Under a high degree of illumination the eyes can take 'snapshots'. But under low illumination our eyes force us to take 'time exposures' . . . Good light is vital where seeing must be rapid."

The fourth factor, Brightness, "depends upon how much light falls upon the object . . . and the percentage of that light which is reflected back to the eye." Color of the object has direct bearing on this reflectivity. (The paper on which SALES MANAGEMENT is printed, for example, has a reflection factor of about 75% which is about four times that of cast iron under identical lighting conditions.)

The booklet, "Lighting Bottlenecks in War Production," is illustrated photographically by the "before and after" technique supplemented by simple pen sketches of mannikins at work under right and wrong conditions of light. Among the illustrated subjects are:

## VITAMIN "L"

1. Magnifies
2. Sharpens Contrasts

SEE

More Quickly

More Surely

SAVE

Mistakes

Time

Energy

Eyestrain

It takes a trained expert to recommend just the right amount and kind of lighting to break production bottlenecks. Lighting has to be "prescribed," just as do vitamins, for instance. Mr. Barnes calls the right type of lighting "Vitamin L"—which works because the correct amount magnifies and sharpens contrasts, enabling workmen to see more quickly and more surely.

## THE "LIGHT BRIGADE"

Battleships ..... 4

Destroyers ..... 20

Big Bombers ..... 500

Fighter Planes ..... 1,000

Big Tanks ..... 1,000

Medium Tanks ..... 2,000

Light Tanks ..... 3,000

PLUS FOOD,

AMMUNITION, SUPPLIES

If it improved the lighting in all war production plants, and the output of war machines were increased, the lighting industry would, in effect, be putting into the conflict a "Light Brigade" of its own—consisting of the above items. "Which," Mr. Barnes points out, "might well mean the difference between defeat and victory in some important battle."

Dirt on the lighting equipment; direct glare; reflected glare; daylight glare (cured by window shades or shifting the working surface); "point light" reflections such as caused by a single bulb shining upon a polished surface; and interfering shadows, which may





*"I tell you—I've been sitting up with a sick sales meeting!"*

be caused by "standing in one's own light."

Obviously most of such material does not call for more light or additional investment, but, rather, the proper use of the light already available. Many documented case histories are cited.

Protective and blackout lighting are timely subjects included in the course, which goes all the way through from science and theory to "practical details in handling wartime lighting jobs."

The "Refresher Course" for war-time lighting counsellors opens with a talk covering the science of seeing, what it means to war workers, and its part in winning the war. It is illustrated by design calculations on the ABC's of illumination. Light sources and characteristics of lighting systems come next. At the conclusion of the course counsellors are subjected to a quiz on what they have seen and heard.

A sound movie, "How Light Can Help Win the War," is addressed in the opening announcement to the members of the lighting industry "who hold in their hands the future of lighting and the part it will play in helping win the war." Mr. Barnes,

stood at his desk with a manuscript in hand, opens the action. He tells how he used to see his mother sewing in the late afternoon, and her difficulty with threading a needle as the daylight failed. The factors of poor light and eye strain, he says, are of "tremendous importance to the democracies today."

The premise, "Machines are made of metal, chemicals and time. The nations which make the most efficient use of time are the nations which may well win the war," is dramatized by an ever increasing close-up of a clock face which finally fills the screen before the face dissolves into a revolving globe.

"Who can produce the most guns, planes, tanks and ships in 24 hours?" Utilizing most devices of motion picture technique, the film takes the audience through flash-backs and fade-outs into war scenes alternated with Mr. Barnes who continuously drives home his message climaxing in the 3% production increase theme. "Let us, as an industry, make that our goal by getting every plant to use improved lighting, and then we can look upon our work as helping to provide a real Light Brigade."

At this point the presentation to in-

dustry groups reaches its climax by showing, in specific terms of war machines, just how big this "Light Brigade" would be if the lighting industry followed through on the better light program. It would consist of four battleships, 20 destroyers, 500 big bombers, 1,000 fighter planes, 1,000 big tanks, 2,000 medium tanks, and 3,000 light tanks, plus food, ammunition and supplies. (See page 19).

A practical tool to help plant men has been provided in the form of an illustrated, 32-page booklet in which title, partial text and illustrations from the counsellor's manual are utilized. The booklet speaks the plant man's language. Examples:

"Good lighting is the 25th hour of the day."

"Soap makes kilowatts more useful" (why lighting equipment should be kept clean—and how to do it).

Included also is a plant analysis sheet which the plant executive can work out for himself to show better lighting applied to a given number of employees, and its effect upon production, spoilage, conservation of materials and the accident rate.

## Sugar Ration Cards Provide Guide to Population Shifts

Many alert sales and advertising executives are checking on population shifts since the 1940 census by having their own representatives or local newspaper and radio men secure from rationing offices in cities, the individual and family applications for sugar rationing cards. In most cities, these registrations, when completed for the second registration, give a fairly accurate picture. Where they must be treated with caution are in certain Southern communities where local habits among poorer families result in the use of sugar substitutes, and in certain other cities where a high proportion of people live in hotels and eat all of their meals in restaurants. New York would be a good example of such a city.

But in a great majority of our industrial cities sugar rationing is a good guide to population shifts. In South Bend, Ind., for example, and its surrounding county area, there were, according to the 1940 census, 161,823 people. The first ration application totaled 167,140. There, as elsewhere, many people failed for one reason or another to register initially, and the second registration added approximately 5,000 to the total, thus bringing St. Joseph's county area up to approximately 172,000 or a gain of about 6% since April, 1940. The gain in South Bend—Mishawaka has been 73,434—from 129,556 to 137,000.

SALES MANAGEMENT



A big town department store? In a way, yes. The town it serves may have a population of 40,000 soldiers and their families. They buy nearly everything which they used to buy before going to work for Uncle Sam.

# Army Post Exchange Becomes \$1,000,000,000-a-Year Market

The stores that serve the boys in the Army and the Navy are selling not only products such as tobacco, candy and soap and toilet goods, but they're getting into clothing, electric appliances, luggage, and other lines. Will 4,500,000 soldiers, receiving \$50 a month, offer a sales opportunity for your product?

BY LAWRENCE M. HUGHES

**G**EN. George C. Marshall, Chief of Staff, United States Army, estimates that the Army will have 4,500,000 men by the end of 1942.

And Lt. Gen. Brehon B. Sumervell, Chief of the Army's Service of Supply, estimates that, by the end of this year, the Army post exchanges will be doing a combined annual volume of \$1,000,000,000.

Serving the armed services has emerged in the last year as the biggest economic activity in the country. Not the least part of it is serving the personal needs of the men in them.

The Government does not release figures, but you may guess, with some accuracy, that the Army now has at least 3,000,000 men; the Navy 526,000; the Marine Corps, 200,000, and the Coast Guard, 65,000.

Totaling less than 4,000,000 now, the number of men in these services may be nearly 6,000,000 by January.

Not only that, but with the base pay rate of soldiers and sailors being raised by Congress from \$21 to \$50 a month their per capita buying power

will be more than doubled.

Even if all were privates or ordinary seamen—and hundreds of thousands are non-commissioned officers or higher—the collective earnings of these men, at the new rate of pay, would be \$3,000,000,000 a year or more.

Soldiers, it is estimated, now spend one-third of all they earn at Army post exchanges. Probably, the proportion among the other services is about the same. There are about 1,500 Army post exchanges, some of them with as many as 50 branches. In addition, there are 65 Marine Corps post exchanges; 700 naval stores and canteens, afloat as well as ashore, and 60 Coast Guard service stores.

In addition to soldiers and officers, and often their families too, the post exchanges also may serve 1,000,000 or more civilian workers at Army camps.

Some post exchanges have 700 or 800 employees and do, individually, a volume of \$10,000,000 or more a year. Some are larger than many city department stores.

Based on an army of 4,500,000 and an average pay of \$50 a month, *Post Exchange*, New York business paper for post exchange officers, estimates that soldiers will buy at these stores annually:

1,616,997,500	packages of cigarettes
212,287,500	cigars
63,887,500	cans of smoking tobacco
12,750,000	cans of tooth powder
43,900,000	tubes of tooth paste
70,125,000	packages of cigarette tobacco
6,250,000	pipes
136,000,000	bars of toilet soap
65,025,000	bars of laundry soap
8,225,000	tubes of shaving cream
127,325,000	bottles of soft drinks
29,750,000	packages of razor blades
15,300,000	bottles of hair preparations
15,300,000	cans of shoe polish
3,272,500	fountain pens.

These, of course, are just *some* of the things which soldiers (and sailors and marines) buy.

A survey of post exchanges in New England and southern camps showed that soldiers spent the most money on

1. cigarettes
2. candy
3. toilet goods
4. razors and blades
5. soft drinks
6. pens
7. handkerchiefs





Doughboys are proverbially hungry all the time. Eating and drinking habits they form now will carry over into civilian life. Hint to manufacturers with an eye to the future: Enlist your products in the Army.

8. socks
9. cigars
10. tobacco
11. brushes
12. shoe polish

and then, in order, stationery, electric appliances, towels, scrap books, cameras, radios, batteries, luggage, ties, pipes and games.

Although the rank may vary a bit from camp to camp, generally the leading departments in volume are

1. tobacco and candy
2. toilet goods
3. stationery (including publications, novelties, gifts and games)
4. soda fountain
5. jewelry and insignia
6. clothing and shoes
7. sundries (ranging from brushes and shoe polish to electric appliances and cameras).

### Beer? Shh-h!

Beer would rank fairly high in any of these lists. It is sold at post exchanges (hard liquors and wine are not), but the Army does not wish to emphasize the fact. Beer is there as a factor in helping to keep the men in the camp.

Electric appliances, including toasters, irons, etc., and luggage and other such "luxuries" are sold to officers and civil service employees whose families are at the camps. Furniture, women's clothing and even baby carriages and pianos can be obtained. If an exchange hasn't the item requested in stock, there's a catalog to help the customer get it by mail.

A growing factor is clothing. Officers may get their uniforms where they wish, but the Quartermaster Corps is buying \$700,000,000 of wool for clothes. If private stores make their prices too stiff, the men can do better

at the post exchanges.

The exchanges work on a 20% mark-up. They are all Government-controlled. An Army officer, ranking with size of camp and exchange from lieutenant to colonel, is post exchange officer at each. Prices are said to average 10% less than those of stores in the vicinity. Profits go for sports equipment, movies, chaplain's funds, libraries, and to improve menus. An efficient PX, for example, can see to it that the men have ice cream three times a week instead of twice!

### Military Merchants

These officers do not belong to the Quartermaster Corps. They are regular officers of whatever service may be stationed at a camp—infantry, aviation, or whatever. They are trained for this merchandising work at a PX school at Ft. Meade, Md. Most of their assistants usually are civilians. An increasing number of women are working in the post exchanges and in the naval stores, on shore. At some of the larger camps, mobile units follow the men on manoeuvres.

The exchanges get some competition from U.S.O. units, of which there are now about 425, each with a snack bar. But U.S.O. always is off the reservation. Particularly in the matter of cigarettes, the commissary is a competitor too. Soldiers can get cigarettes there tax free. But the commissary is open only a couple of hours a day—usually in the morning, when the men are busiest. The post exchanges get most of their trade from four in the afternoon into the evening.

Wherever our armed forces go, the post exchange or the naval store goes too. It is one of the first establishments to be started. If the Army, Navy and Marine Corps all have detachments at, say, Northern Ireland

or Dutch Guiana, there are stores for all three there. Post exchanges are operating today from Iceland and Eritrea to Dutch Harbor and Pearl Harbor.

The post exchange officer at Fort Mears, Dutch Harbor, Alaska, wrote *Post Exchange* seeking information on a lot of products. Except for a trading post, this is the only store within 600 miles. "We have calls for every conceivable item," wrote the officer, "from firemen's suspenders and furniture to motor boats complete with fishing tackle." Among other things, this exchange wanted a soda fountain.

A ship's service officer in Iceland requested help in getting—"One dozen white mess or waiters' coats. Three each of the following sizes: 36, 38, 40, and 42. . . . Two 60-cup electric coffee makers, 110 volts, 60 cycle. If glass, ship extra parts and extra supplies such as strainers. All units must be complete. . . . All boxes to be painted with a three-inch blue band (any blue) so as to distinguish them."

One company, Pen-Harris Co., Terre Hill, Pa., recently received a post exchange order from Hawaii for 10,000 dozen pairs of socks.

### Soldiers Like to Sample

When the soldiers and sailors like things, they buy. And they keep on buying. They're also willing to try new things. Some manufacturers are now doing half or more of their total volume through these service stores. Many are using them to broaden and strengthen their distribution.

As with other types of outlets, the chief product factors are *demand* (actual and potential) and *value*.

Service men's consuming habits are similar to those of healthy young Americans in civilian life. Probably, they work harder, and therefore consume more food and candy. Probably, they have to look trimmer, and therefore consume, per capita, more shoe polish and shaving cream. Because they are away from home, they buy more gifts and stationery and novelties.

Also, they can all buy at their stores on credit.

The diversity of the things they buy is indicated in a list of 185 types of products carried in each issue of *Post Exchange* to help exchange officers locate sources of supply. The first 54 items are "restaurant, soda fountain, office and store equipment," ranging from air conditioners to typewriters. Then there are 30 types of "food-stuffs and supplies," ranging from baking powder to waxes. The 100 items in the list of merchandise for resale include antiseptics, bathing



suits, billiard tables, cheese, crackers, clocks, compacts, identification bracelets, radios, sleeping bags, sunburn lotion, toys. Officers may inquire by number on post cards enclosed in the issue. *Post Exchange* divides the inquiries among several suppliers in each field.

Predictions are dangerous, but it would seem that, even if the war should end this year, our Army might

number millions of men for some time. Then there's the two-ocean Navy, which is becoming a reality.

Service men's habits in World War I launched a lot of new industries—such as cigarettes—which grew into great industries.

Perhaps some other new industries are now getting under way, over the counters of the post exchanges.

## Campaigns and Marketing

### "Scramble!"

That's the title of a new program combining air adventure with aviation news to be started by the Blue Network, July 10. National Aeronautic Association and Aeronautical Chamber of Commerce of America are cooperating to promote aviation and interest young people in flying. Local sponsors in cities where the Blue has outlets will be manufacturers of aircraft or related products.

The half-hour Friday evening programs will consist of a fictional drama of the war adventures of five Army fliers, and news items.

Immediate purpose is to encourage membership in the Junior Air Reserve. About 210 member manufacturers of planes or parts will be advised of the program's importance and merit by the ACCA. Merchandising the program to the public, the NAA and its division of the Junior Air Reserve will begin publishing this month a weekly directly related to "Scramble!" to be circulated through newsstands, schools, bookstores and libraries.

Several pages of the magazine, which has a first printing of 250,000, will be devoted to "Scramble." Too, the NAA is producing a series of movie shorts on aviation tied directly to the Blue broadcasts. These will be distributed commercially in movie theaters.

### Tydol and Veedol

Tide Water Associated Oil Co., New York, has started a campaign for Tydol "Flying A" gasoline, Veedol motor and tractor oils in the mid-continent area where there is no gas rationing at present.

Newspaper copy will be inserted by Tide Water distributors on a cooperative basis and on a schedule to be determined by each distributor. Featured is a 24-page book, "Fighting Ships of the U.S.A.," filled with facts about the two-ocean navy and containing spaces for 40 different ship stamps. Book and stamps, at the rate of five stamps a week, will be given away to motorists

at Tydol filling stations.

Headline of the first ad is, "Boys! Drive over with dad to my place, so you can get your collection started." Backing up the ads is a complete set of direct mail and point of sale promotional material; plus 24-sheet posters, also to be used by distributors on a co-op basis.

Tide Water is furthermore running a national drive for Veedol motor oil in four weeklies (half- and full-pages in two colors), half-pages, two colors in a number of farm publications, and and b. & w. pages in oil trade publications. Lennen & Mitchell, N. Y., is the agency.

### "What We Can Do"

On the morning after Pearl Harbor Washington was flooded with inquiries from manufacturers, "What can we do to help?" Columbian Steel Tank Co., Kansas City, offered its services more intelligently.

A 24-page brochure was prepared with the query crossed out and beneath it the assertion, "What We Can Do." This was sent by first class mail to Government officials, heads of large contracting and engineering organizations. It set forth, with plentiful illustrations and a minimum of text, the past record, present capacity and future possibilities of Columbian's war production.

The company had gained some experience in producing war goods for the French and British Purchasing Commissions as early as 1939, and had some U. S. Government contracts, but its civilian business predominated. Technical information in the brochure covered every machine, potential capacity in man-hours for one, two and three shifts, lists of executives for every department were given—altogether a complete plant survey was presented.

Response: More invitations to bid on Government contracts than the company can handle; 97% of its production now devoted to war orders.

Says R. S. Robinson, in charge of Columbian's public relations: "Our

regular advertising has been curtailed owing to our inability to furnish civilian goods. We, as well as many other manufacturers, were losing contact with those customers responsible for our 49-year success and growth.

"This brochure provides a splendid opportunity to tell these old friends that while we are unable to supply our regular products, we are thinking about them. . . we don't want them to forget us . . . and that Government orders are giving valuable experience which will enable us to serve them better when the war is over."

### Springs With Stings

Wickwire Spencer Steel Co., New York, is using the art of Boris Artzybasheff to illustrate how its springs are helping to "sting the Nazis and Japs—plenty!" Wissco springs are "contributing their efficiency to Army trucks, jeeps, submarines, tanks, cruisers, gun carriages," etc.

Copy will appear in business papers and in two national magazines. Fuller & Smith & Ross, N. Y. agency, is in charge.

After pointing out that "thousands of us here at our blast furnaces, open hearths, and in our seven mills are sweating day and night to help equip our sons and brothers, and yours. . . .



### Springs with Stings

A while ago millions of friendly Wissco springs a year were striving only to make life better.

Now, fighting mad, they're helping to sting the Nazis and Japs—plenty!

Among other weapons, they are contributing their efficiency to—  
Plane motors Army trucks Submarines  
Torpedoes Jeeps Tanks  
Parachutes Scout cars Machine guns  
Towers Destroyers Automobiles  
Trucks Cranes Gun Carriages

The thousands of us here at our blast furnaces, open hearths, and in our seven mills are sweating day and night to help equip our sons and brothers, and yours, who are out there fighting for us. We know that's the quickest way to finish this job—and get back to making springs for a better world, at peace.

Important: If Wissco can help to speed your output for Victory, we are eager to help. Rush your priority rating to . . . Department F-7, Wickwire Spencer Steel Company, 200 Fifth Avenue, New York City.



In addition to springs, other Wissco products, now serving their country, are: Welding rods, welded fabric, perforated metal, poultry netting, sheet metal, wire mesh, wire cloth, wire clothing, wire mesh, wire clothing, wire mesh, wire clothing.

You can speed Victory by salvaging and selling old metal. The steel industry needs scrap!

**WICKWIRE SPENCER**  
STEEL COMPANY  
TAKES PRIDE IN QUALITY IN MASSACHUSETTS, NEW YORK, PENNSYLVANIA, ILLINOIS

Wissco is currently pinching Adolf's snoot—hard—but is not forgetting that Peace will come again.

To finish this job and get back to making springs for a better world, at peace," the ads conclude, "If Wissco can speed your output for Victory, we are eager to help. Rush your priority rating."

## How to Raise Money

In these days when numerous worthy causes require funds, the plan utilized for United China Relief in Los Angeles merits attention in other cities.

Under the direction of Robert Smith, of the L. A. *Daily News*, the drive has already brought in more than \$375,000 and may go to \$500,000. Quota was only \$250,000. More than 250,000 separate contributions have been made. Cost was less than 2%, chiefly clerical expenses. Apart from a committee that called on big firms, not a single volunteer was asked to ring doorbells—which is no small consideration when every one is busy at his regular job.

Mainspring of the campaign was newspaper advertising. First a fund of \$10,000 was established to provide newspaper space. A small group of business men contributed this, with \$2,500 the largest single contribution. Later \$4,000 more was raised the same way, which paid for space in metropolitan dailies. This appealed to the public for contributions, explaining that the advertising did not come out of Relief funds.

Then these ads were reduced in three different sizes and offered as mats to dailies in outlying communities. Publishers acted as local chairmen, receiving contributions and deducting 20% until the space was paid for.

They could run all or part of the ads.

There were 91 publishers who ran the series. In every town the quota was exceeded. In some cases publishers donated the space after contributions began coming in—they wanted to help China. But they were not blackjacked into it. They were offered a straight business deal.

"You can run all of the mats or none," they were told, "but in either case we won't bother you for free publicity." Of course publicity material was available, and the papers ran a good deal of it, yet they were not harried to open their columns. However, publishers were told, "This is an opportunity to demonstrate what newspaper advertising can do. It will help your paper and all papers."

Copy for the ads was frankly sentimental, appealing to Americans through the sufferings and sacrifices of the Chinese people on the basis of common humanity.

Advertising not only did the job better, but faster. Los Angeles was the first city in the U. S. to raise its quota.

Besides relief to China, the drive brought relief to the men and women who are usually drafted for fund raising. Next time a new cause comes along they will be disposed to dig down to finance paid advertising, and go on with their everyday work.

## Better Vision

Better Vision Institute, New York, has started its first general ad campaign with black and white bleed pages in a half dozen national magazines.

Initial copy is headlined, "What

can we do to Schickelgruber?" It goes on to explain to war workers that eye care prevents mistakes and waste of time and materials, and such waste aids der Fuehrer. Emphasized is that 80% of one's actions are controlled by the eyes and about 85% of all knowledge comes through them.

Eyeglass manufacturers, wholesalers and retailers, opticians, ophthalmologists and optometrists are members of the Institute. M. J. Julian is president. Although it was founded a dozen years ago, previously only publicity and trade promotion were used.

Agency: A. K. Higgins, N. Y.

## What Color Is Best?

Eagle Printing Ink Co., New York, a division of General Printing Ink Corp., issues results of a survey among "several hundred leading manufacturers" on "Color Acceptance, its normal demands and wartime limitations."

Although war necessities will limit the choice of colors available, within those restrictions proper colors are highly important for countless commodities, a preface explains. "Right colors sell in big volume; wrong colors move slowly and pile up unsold inventories. . . Thus the experience of any one industry is important to all others."

The survey shows which are the best selling colors in interior and exterior paints; enamels; kalsomine; asphalt roofing; rugs and carpets; linoleum and felt base; composition tile; wall coverings; oil cloth; mattresses; blankets; sheets; towels; kitchenware; tooth brushes; home furnishings; women's apparel; gloves; slide fasteners; swim suits; men's apparel; automobiles; plastics; holiday novelties.

Cream, ivory and buff are the best selling colors for interior paints, accounting for 66.8% of all sales. During the last four years pinks increased in popularity from 7.5% to 10.0%. Blues rose in volume from 3.3% to 6.0%.

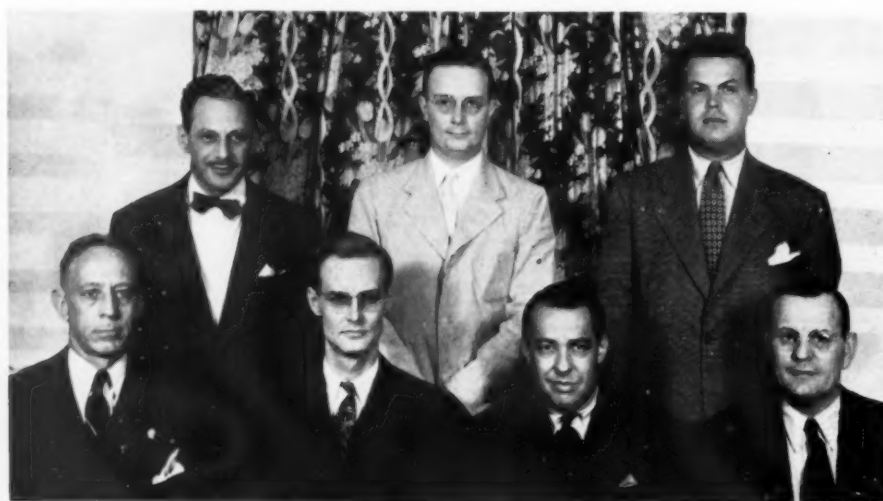
Bright green accounted for 28.19% of the sales of one large manufacturer of asphalt shingles; green blend for 10.73, and blue black for 18.28.

Dusty rose, light gray, light blue and jade green led in that order in sales of medium priced rugs.

Light mixtures, with flecks of red, blue, green represented 50% of the sales of linoleum.

Men prefer blue neckties (35%), then red (29%); they choose blue shirts first then tan; then gray.

Many of the products analyzed in the survey have been assembled by Eagle into an exhibit, which it plans to show to business and advertising groups in various cities.



Here are the officers and directors of the newly formed Central Ohio Industrial Marketers, which will become Chapter 25 (Columbus) of National Industrial Advertising Association, world's largest ad group. Seated, left to right: J. X. Farrar, Jeffrey Co.; Charles E. Brown, Denison Engineering Co., president; John Stover, John Stover Co.; Glenn C. Baker, Ruby Chemical Co., secretary. Standing: Gus K. Bowman, Byer & Bowman Advertising Agency; Gordon Root, Kinnear Manufacturing Co., treasurer; H. L. Young, American Zinc Oxide Co., vice-president.





A motor-operated Easter card, which opened and closed slowly, formed the central element of a prize-winning display. Card is open at left, closed at right. Besides stopping traffic it cleaned out the dealer's stock. Other dealers are told of its success and encouraged to do likewise.

Father's Day is one of the five best seasons for greeting card sales. When dealers put forth extra effort on ingenious window displays they increase their business by as much as 400%. Therefore the company never quits harping on the theme, "Show 'em and sell 'em."



## Constant Window Contests Keep Dealers Plugging for Rust Craft

**F**OR 20 years Rust Craft Publishers, Inc., Boston, has worked to induce dealers to put in bigger and better window displays. It has been a cumulative effort, which has developed with moderate speed, but which has contributed in major degree to a consistent rise in sales. Although not advertised widely, Rust Craft greeting cards have grown to be an important factor in the field. The company's business to date this year is about 25% above the same period of last year, part of which may be attributed to this window display campaign.

Dealers chalk up good sales volume when they put extra effort into these window displays. Increases range from ten to 400%, with many complete sell-outs. And dealers find themselves waiting upon many new customers.

The company manufactures a full line of greeting cards which are distributed nationally to about 5,000 retailers plus several hundred small ac-

counts served largely by mail order. Dealers represent a variety of types—card, gift, art, book and specialty shops as well as photographic, music, office supply, stationery, periodical and drug stores. Many of these stores are limited in manpower, which means that good window displays are sometimes difficult to obtain, unless some concerted effort is made to interest proprietors.

Major means for obtaining an increasingly large number of windows is "The Rust Craft Rustler," 20-year old house magazine edited by Ernest Dudley Chase, vice-president. Aside from a few personal news items about dealers, the magazine is devoted practically 100% to featuring ideas which other dealers have used in the way of displays, advertising or selling. Unusual though it may seem, this publication almost never features greeting cards. Instead, it emphasizes how to sell them.

It is the medium which publicizes

the window display contests staged annually prior to Valentine's Day, Easter, Mother's Day, Father's Day and Christmas. These represent the major greeting card seasons and provide a large part of Rust Craft business. The cash stake varies from \$100, divided into half a dozen awards, to \$1,000, divided into more than 100 awards and used to stimulate the big Christmas card business.

Contest rules, more or less permanent, require that the dealer submit a photograph of his window display, that only greeting cards be displayed, and that at least 15% of the cards be opened so that passersby may read the sentiments. Sentiment, according to Mr. Chase, is what sells greeting cards. To facilitate showing cards opened, the company furnishes a duplex wire rack which holds two of the same number, one to be opened, one closed.

The manufacturer also provides various colorful display materials around which displays may be built. Whenever new materials are brought out, they are always made up into a complete trim and photographed so that dealers may see their attractiveness.

As a result of these contests the



company obtains many top-notch original window displays. At Eastertime there are many with a deeply religious atmosphere — backgrounds of church doorways, cardboard cut-outs of choir boys holding their hymnals and singing, crosses, Easter lilies, candle arrangements. There are light, Springtime backgrounds—large colored Easter eggs, Spring chicks, birds and birdhouses, bunny rabbits. An outstanding window of the latter type—a first prize winner—showed a huge Easter card, motor controlled so that it opened and closed five times a minute. This attracted wide attention and effected a sell out of all general cards for the dealer who originated it.

In addition to material describing these window displays the "Rustler" contains a great many short items, illustrated, telling how dealers have used various printed pieces, pieces of newspaper advertising, good interior arrangements, or clever sales stunts.

For much material for this magazine, Rust Craft depends upon its 90 salesmen, those sending in the most items receiving cash awards under an incentive plan in force each year. For sending in a personal news item, a salesman is credited with one point; an advertising idea, four points; a sales idea, eight points. Each man receives a monthly report of his submissions. The top six receive cash awards at the end of the year.

In addition to providing a little extra cash, these contacts create considerable good will between them and their dealers, because dealers are naturally proud to be thus featured. A marked copy of the "Rustler" is sent to each dealer mentioned. In one recent issue, there were 153. Whenever dealers win prizes, they are congratulated by Mr. Chase, who also writes to the salesman in each area, suggesting that he also congratulate the dealer either by letter or personal call.

## Canadian Sales Manager Tells How He Met Problems of Gas Rations

Forced economies have proved to be a good thing, and even with fewer calls and more stringent rules, volume has not suffered.

**C**ANADA has had more severe gasoline rationing for a longer time than this country. How have these restrictions, and the necessary adjustments which they required, affected selling north of the border?

An executive of a large Canadian meat packing firm tells SM that strict economy of gasoline has lost little or no business for his company. "When shortages of rubber and gas first became apparent," he points out, "we decided to prolong the life of our fleet as long as possible by:

"Eliminating as many cars as possible by putting them in dead storage. Later they could be used as replacements if and when necessary.

"Reducing to a minimum the mileage on territories where cars were left.

"Analyzing all territories and consolidating those which were in the 'break-even' category and would probably soon be loss territories."

In Ontario, for instance, the company had 36 routes to which automobiles were assigned. Today four routes have been discontinued as separate routes and combined with adjacent territories. Automobiles have been entirely discontinued on seven routes. Salesmen use bicycles in their headquarters towns and cover the rest of the territory by bus and train.

On nine routes cars have been retained for limited use only—as little as one day a week in areas not covered by bus or train. Bicycles are used mainly.

On 16 routes cars are used on a greatly restricted basis. Where territory was covered twice weekly it is now covered once a week, or perhaps every other week. Careful check is made to see that salesmen observe this mileage reduction.

The company by April 30 reduced its mileage of cars in operation by 54% compared to January 1. Further reductions have been made since. Still further cuts will have to be made, because on July 1 the amount of gasoline will be reduced.

"To our knowledge," explains the Canadian executive, "we have lost little or no business that could be attributed to this change in solicitation. Of course, I realize that this is probably owing to the fact that our competitors were forced into the same procedure. But we led in economizing, and our salesmen were on bicycles when rivals were still using cars.

"I believe that, to some extent at least, our customers admired and were in sympathy with the salesmen's willingness to sacrifice for victory. They made allowances for petty annoyances.

"When we launched this program we were convinced that we could no

longer recognize convenience as justification for an automobile. We carefully tried to distinguish between convenience and necessity. We still have a few men who could do without a car but for the fact that they would be handicapped because of physical conditions. For example, one man is a wounded veteran of World War I. He is a good salesman, yet without a car he would be unable to cover his territory.

"Because we were pioneering we took particular care not to issue arbitrary orders to our men at the program's outset. We 'sold' them the idea. Much to our surprise, the first man we approached volunteered to give up his car entirely and ride a bicycle. Incidentally, that man, previously underweight and not too healthy, has gained ten pounds and claims to feel better than he had in years.

### Explanation Ends Gripes

"Salesmen made no objection to giving up their cars when they understood the reasons for the saving. They, of course, are fully as patriotic as other professions.

"Nor was any difficulty encountered with our customers. Once they understood the necessity for fewer solicitations and less frequent deliveries, they cooperated whole-heartedly.

"In the process of re-routing salesmen and adjusting deliveries we discovered a number of instances where the cost of doing business was far out of proportion to the profits. Marginal territories were uncovered that had been previously concealed. Our fine-tooth combing brought to light conditions which should have been remedied long ago.

"We would be foolish to go back to some of our previous policies when peace comes again. In this respect, the war—which forced us to abandon them—was a blessing in disguise. I doubt if the old careless, extravagant methods will ever return. Willy-nilly, the war has compelled our company to be more efficient."

### Recommended New Books for Marketing Men

"*The Law of Foods, Drugs, and Cosmetics*," by Col. H. A. Toulmin, Jr. Published by W. H. Anderson Co., Cincinnati. Price \$17.50.

"*How to Speak Effectively*," by Peabody. Published by John Wiley & Sons, Inc., N. Y. Price \$1.25.

"*Patents and Antitrust Law*," by Lawrence I. Wood. Published by Commerce Clearing House, Inc., Chicago. Price \$3.50.

"*Tested Direct Selling*," by Elmer Wheeler. Published by Prentice-Hall, Inc., N. Y. Price \$2.

"*The Anatomy of Advertising*," Volume II, by Mark Wiseman. Published by Harper & Bros., N. Y. Price \$3.

## Be Calm Courteous Effective

Right now, when times are tense and everybody is under strain, "The Voice with a Smile" is more important than ever.

We've all got a big job to do and the friendly, effective use of the telephone helps every one do it faster and better.

The calm way is usually the competent way. Being courteous usually means saving time and tempers all along the line.

**BELL TELEPHONE SYSTEM**



"THE TELEPHONE HOUR"—presenting great artists every Monday evening — N. B. C. Red Network.



# On the Wartime Sales Front

## Cost-Per-Mile Goes Up

In these gas-and-rubber-saving days the cost-per-mile of moving salesmen in automobiles is definitely up. Take General Foods Corp. experience: To reduce total car mileage more than 50%, approximately 400 of the 1,000-plus cars for field men and supervisors have gone into storage and the remaining cars do not all get full day's runs because of shortened routes, reduced call frequencies and elimination of many normal stops. The result is, total cost-per-mile for operating cars rose from 3.31 cents in 1941 to more than 5 cents per mile this year. GF is firing no salesmen; but replaces none as they leave for military duty or other objectives. Field service of the remainder—explaining allocations, aiding the nutrition campaign, policing prices, helping dealers generally—is considered essential up to now. Men supplant automobile travel with buses, trains and bicycles, and double their telephone usage.

Dr. Pepper Co. salesmen tip with 10-cent Postal Savings stamps on cards printed: "Until we get to Tokyo our tips are all this kind of dough."

## F. D. R. says: "Advertise"

In a message to the Advertising Federation of America's New York convention last week, President Roosevelt wired: "For the duration there will be diminution in product advertising, but this does not mean an end to advertising. There are many messages which should be given to the public through the use of advertising space. The desire for liberty and freedom can be strengthened by reiteration of their benefits. If the members of your organization will assist the war program and continue the splendid spirit of cooperation you have shown during the past year, advertising will have a worth-while and patriotic place in the nation's total war effort."

To help reemploy its men after the war, Devoe & Reynolds department heads are now required to write regularly to their D & R soldiers and sailors.

## No Spending Spree by Americans

There is very little hoarding of money by American people today, in spite of steeply rising payrolls . . . and very little wild buying of \$14 silk shirts by "black collar" workers with big cash in their pockets. Instead, the average American family is using its first new income soundly to pay off debts and to secure needed medical and dental service.

These conclusions are drawn by President Charles H. Watts of Beneficial Industrial Loan Corp. and Beneficial Management Corp., after a personal tour through nearly every state with a group of his headquarters officers, conferring everywhere with his local managers . . . men who know what people are doing with their money today. Grass-roots local surveys have been made in more than 200 cities and will be continued on a running basis. He finds that the typical American is showing no fear regarding either the war or forthcoming economic and social readjustments. Neither is the average citizen smugly complacent. Such people have dug in for the duration; they accept their privations; they are handling their sudden jumps in income admirably. And plenty of loans are made now to buy tools and training to get jobs. White collar men with fixed incomes are squeezed by rising costs; but even they are not much afraid.

Summing it up, Mr. Watts believes the American people's economic and mental condition today is good for the

war effort and good for the immediate future of business in wartime.

Bausch & Lomb employees turned in 2,035 time-and-labor-saving ideas during "MacArthur Month" . . . won \$350 per day in prizes.

## Getting in the Scrap

With only a week-end to prepare, the oil industry lined up its dealers to collect rubber in the President's campaign, starting Monday, June 15, so fast that service stations accustomed to nothing but liquid measure found themselves equipped with all sorts of make-shift weighing machines . . . even baby baskets and bathroom scales. The first six days yielded 48,565 tons. To sell the campaign, 11 oil companies combined for big-space advertising in 216 newspapers in 125 cities. The companies were Amoco, Atlantic, Cities Service, Esso, Gulf, Mobilgas, Shell, Sinclair, Sunoco, Texaco and Tydol. . . . To save plastics, Carstairs Bros. Distilling Co. supplies New Jersey dealers with cloth bags for used bottle caps. They are collected for re-use by jobbers' salesmen and Carstairs' missionary men and returned to the distiller that originally used them. . . . To save cap metal, F. & M. Schaefer Brewing Co. is bottling its beer only in 32-ounce bottles, eliminating 12-ounce sizes.

Pacific Gas & Electric Co. cuts commercial out of its 2-hour radio show and substitutes plugs for War Bonds, Red Cross, Blood Donations.

## Business at War

Because "war needs come first and the transport of troops and materials will undoubtedly further congest traffic" A. Stein & Co., bulletins its 16,000 customers to buy garters, suspenders and belts for Fall now—on the company's allotment plan of merchandise in the same volume, on a dollar basis, as each dealer bought during the same months last year. . . Bureau of Agricultural Economics at Washington reminds retailers that price controls safeguard against advancing prices; so there is no need for heavy advance buying. . . 106 sporting goods stores reported April, 1942, sales were 26% above April, 1941. New England region was highest, with 40%; West North Central lowest with 8%. . . . H. J. Heinz Co., is converting some of its soup-and-bean canning capacity to the production of plastic bonded plywood parts for aircraft.

Crosley Corp.'s factory pep-up film "Voice of Victory" has now been shown in more than 50 plants and group meetings throughout the nation.

## Still in There Fighting

Although piano production stops July 31—several plants have already converted to war work—National Piano Manufacturers Association will continue publicity and consumer education to hold the industry's market. L. H. Selz, secretary, says the situation is bad but not as black as it was ten years ago when sales had fallen to a few thousand instruments per year. In 1941 sales totaled 160,000 units. The industry hopes steady promotion from now on will enable it to pick up, after the war, where it now leaves off. . . . King M. Chase, assistant general sales manager of Chevrolet says his company this year has lost only 2.8% of its dealers—automotive industry average, 10%—because its "selective dealer plan," adopted years ago, gave each dealer a market potential big enough to live on. So a relatively high proportion of them will live through the war.





Sheffield Corp., second largest U. S. maker of industrial gages, is one of many Dayton firms entirely devoted to grinding down the Axis—which is no military secret.

# This Is Dayton: A 1942 Boom Town That Retains Its Sense of Values

What happens when an entire city is converted to the production of war goods? Do new people and new money mean a spending splurge for gew gaws and glamour gadgets? How does the population "stand" such prosperity? Let's make the rounds with a SALES MANAGEMENT reporter, as he gathers the answers.

BY DEAC MARTIN

**T**YPICAL of American cities whose character has been transformed by war times, is Dayton, Ohio; home of many a durable goods product. Industrially the city has been largely converted to the production of machines and materials for war. In terms of population increase and payroll expansion, it is a "boom town." But if you think of a boom town in terms of silk shirts and giddy spending for non-essentials, you're wrong about Dayton.

What does a 1942 boom town look like? The SALES MANAGEMENT editors decided to find out. And what is boom town labor spending its money for? We sent Ross-Federal field men into the homes of Dayton workers to get the answer. (See page 62). The results are reported here.\*

Dayton was selected for this study because it is distinctly not a one-industry town—hundreds of different types of wartime products are being made there. It is not too large to lend itself to case history study. It ranks as a good market in normal times.

Here is part of the answer, then, to "What has the war done to Dayton?"

\*For obvious reasons, our report cannot present a specific list of war materials being made in Dayton, nor of numbers of workers employed in specific factories as contrasted with peacetime.

In 1930, the population of Montgomery County was 273,481. In 1940, it was 295,480—a gain of eight per cent in ten years. Now, the estimated population is 345,000—a jump of 17 per cent in two years. Payrolls, however, shot up 35% in 1941 over 1940, to \$207,000,000. The estimate for 1942 is \$240,000,000, an increase of 16%. Retail sales volume on a 12-months basis is currently running 19.5% over comparable periods of 1941. For the 12 months ending July 31 the figure, as estimated by SALES MANAGEMENT, will hit the all-time high of \$178,850,000, although the shortage of merchandise will undoubtedly slow down the rate of gain in coming months.

Normally native whites constitute about three-fourths of Montgomery County's population. Its percentage of home ownership is variously estimated at from 50% to 60%.

Necessity for quick expansion of factory personnel to practically double the 1929 figures is back of "Come to Dayton" help wanted advertisements in distant cities. Yet 40,000 workers who have entered the metropolitan area since last year have brought an acute housing shortage. A realistic survey shows that 6,250 additional dwelling units will be needed by the end of 1943 to house another 40,000

needed to round out the 1942-43 production program.

An exaggerated case serves as a straw to show the direction of the housing winds. A Daytonian who owns a small farm rented it recently to a young Southern couple who had just arrived in that city. Visiting the place shortly thereafter, he was surprised to find that the cottage, barn and garage were housing not just two adults and a baby but 30 or more immigrants from the near-South.

Local plants have already drained heavily from Dayton's natural labor market of six counties, which include some of Ohio's finest farm country. Naturally the employe shortage is felt in small plants, offices, farms and service-type businesses. The latter are suffering from a turnover of obviously unskilled help that runs as high as 50% a week in some departments of a local hotel. Out-of-town visitors are so numerous that they frequently must go to Cincinnati or Springfield for hotel accommodations.

## Conveyance Shortage Looms

Local transportation has thus far been able to take care of the city's normally upward-of-200,000 inhabitants. A heavy protective covering of private car ownership (about one quarter of Dayton's factory personnel lives outside the metropolitan area) alleviates congestion of the public transportation system. But transportation executives shiver at the prospect of a tire and gas famine this Winter when about 200,000 workers in the district must be at work on time.

Close proximity of one of America's most important aeronautical centers with personnel running into unquotable thousands has, in effect, set up another large city to be served by Dayton in many ways. This city of aeronautics has been forced to take



Dayton Tool & Engineering Co. manufactured automatic typesetting equipment. Kuru-su arrived in Washington and Jap planes arrived over Pearl Harbor. Now it produces airplane assembly fixtures and other tools of war.

over large blocks of office space, garages, warehouses and even an unused school building in downtown Dayton, causing vexing dislocations among the city's business and professional people. And wages paid at the fields for office help react with serious impact upon Dayton business offices that must operate with outgo proportionate to income, and cannot afford to increase employees' wages.

### Calm Despite Boom

Yet, buffeted by these and a host of other cross currents, Dayton business is adapting itself to a "So what! We've got to win, haven't we?" philosophy. And in no sense, aside from minor disruptions, can the majority of local business houses claim that they are suffering. On the contrary, most are benefiting in some way. Yet it is hard to find jubilation there over what is unquestionably the biggest boom the city has ever known.

Dayton has long been recognized as a city of skilled hands rather than one producing the basic materials and machinery which it consumes. Automobile lighting, aviation supplies and accessories, small electric power generating units, accounting machines, refrigeration equipment, cash registers, pumps, golf equipment, are typical products of the district which is also the center for important engineering and aviation research laboratories. The fact that Dayton newspapers carry a farm page, and a farmers' section in the want-ads, indicates the nearness of agriculture to industry and the shortage of farm labor that exists in the surrounding area.

America usually associates Dayton with devices that click in the interest of accuracy wherever money changes

hands or accounting records are needed at the world's cross roads of commerce. Therefore the change-over in one well-known plant, National Cash Register Co., may be of wide interest. These people have been accustomed to precision applied to thousands of intricate parts required in even their simpler machines. It follows that the company, along with others in this Dayton "precision" group, is heavily engaged in making war goods that demand exact standards. Factory personnel, normally running into thousands, has been stepped up by more than half. A well planned conversion policy will result in 100% output directed at our enemies by October 1st. Of necessity, the Government is taking most of the accounting machinery being manufactured as this report is written.

### Bonds and Savings Up

NCR factory executives believe that the ingenuity demanded by mammoth change-overs and the skills developed on special work presage production developments certain to result in benefits to the consumer when peace returns. This same post-war prophecy is expressed by company officers in other local precision industries.

If the present money-in-pocket attitude of the natives and the 50,000 new inhabitants of the county are typical of other metropolitan areas heavily engaged in war work, there is little likelihood of a return to the silk shirt spending of the late 'teens, World War No. 1 Boom.

In the first place, much of the "new money" is going into War Bonds. Most of Dayton's large industries report 95 to 100% of workers committed to regular purchases of

bonds and stamps each pay day.

Aside from the fact that much of Dayton's labor money is going into savings, stress must be laid upon the basic difference between this 1942 war boom and the 1917-18 war boom. It's to be told in terms of the different sense of values which actuates today's consumers. Perhaps this change in sense of values can be traced to the fact that many realize, on the basis of experience, that savings may be required to weather the post-war readjustment.

Perhaps, too, the rigorous training the women of America have had in two decades, in the art and science of buying more intelligently, has had something to do with it. Whatever the reasons—perhaps a mingling of all these things—the fact is that the way people are spending their excess dollars today is quite different from what it was in our last war boom.

### No Haywire Buying

In Dayton, retail store windows bear out this statement. Plenty of luxury goods are in evidence, but not at gold rush prices. More \$5 to \$6 shoes invite the shopper than those priced at \$10 and up. That same comparison might apply to almost any standard merchandise, men's, women's, or children's. The same condition is apparent to one who scans the local newspapers. As elsewhere, much local advertising is keyed to the conserve-what-you've-got theme. This spending picture seems somewhat curious for a city that is the trading post of a county with estimated payrolls of a quarter of a billion dollars for '42 (actual \$207,000,000 in '41), and drawing much trade from large outside area as well.

As has happened before, the man on the street summed up the paradox neatly. Having given the location of a newspaper office, this Daytonian also took an additional question, "What's Dayton doing with extra money?" in his stride, literally. "They're paying off the mortgage and putting better stuff into their homes . . . and more of it," he fired back.

Subsequent talks with merchandise managers, business offices of newspapers and radio stations, the Better Business Bureau, and a savings and loan man, revealed this unknown informant as a gentleman of perspicacity and truthfulness. All agree, however, that were new automobiles available, there would be a golden harvest in the Miami Valley. Dayton isn't quite that conservative, despite the fact that over 40,000 have about \$1,000 each, on the average, tucked away in savings associations alone.

A top executive in a leading depart-

SALES MANAGEMENT

# READER INTEREST MAKES ADVERTISING PAY

ADVANCE SOLVENTS & CHEMICAL CORPORATION  
ORGANIC AND INORGANIC CHEMICALS  
245 FIFTH AVENUE  
NEW YORK, N. Y.

TELEPHONE  
ASHLAND 4-7088

Mr. E. V. Osberg  
India Rubber World  
420 Lexington Ave.  
New York, New York

January 30, 1942

RECEIVED

FEB 2 1942

I. R. W.

Dear Mr. Osberg:

Thank you very much for the tear sheets on patents from the last issue of "India Rubber World".

I have noticed that you have expanded the patent abstracts dealing with rubber, and we find this of great value for now we can tell what the patent is about and can order it if the abstract is interesting.

These abstracts form a valuable part of your magazine, and you are to be congratulated on this expansion.

Yours very truly,

ADVANCE SOLVENTS & CHEMICAL CORPORATION

GM:HH

*Green Mack*  
G. Mack

Prince Rubber Company, Inc.

865 NIAGARA STREET BUFFALO, NEW YORK



Representative

Manufacturer

March 3, 1942

RECEIVED

MAR 4 1942

I. R. W.

India Rubber World  
% Bill Brothers Publication Corp.  
420 Lexington Avenue  
New York, New York

Gentlemen:

You have probably received many comments on the new arrangement of the articles in India Rubber World and we wish to add ours for we really do appreciate the new arrangement.

In order to make the information contained in your magazine more readily accessible to our Salesmen, we practically tear the book to pieces, filling the various articles under groupings, such as compounding under the various rubber products, under synthetic rubber, under characteristics of rubber, and etc., and the way that you end up each article on one or two pages and fill in the rest of the page with incidental information is just grand, because formerly in going into the back of the magazine to get the clipping for a complete article, we found that we would cut out some information for some other article which we wished to keep the information on, with the result in some instances where the information was vital, we had to look in the index, and others, the information was entirely destroyed.

We hope that you will continue in this fine manner and that others will see the value of combining articles completely so that articles may be out apart for easier filing of information.

Very truly yours,

PRINCE RUBBER COMPANY, INC.

BY *S. T. Kymmel*

LTR:VCF

LARGEST PAID CIRCULATION AND ADVERTISING VOLUME IN THE INDUSTRY

INDIA RUBBER WORLD

386 FOURTH AVE.

ESTABLISHED 1889

NEW YORK, N. Y.



# How the War Is Changing Dayton

	City	Metropolitan Population	Montgomery County	Trading Area
1930	200,982	—	273,481	—
1940	210,718	271,513	295,480	480,000
1942—Est.	230,000	310,000	345,000	550,000

## Employment—Montgomery County

	Total	Industrial
1928	105,000	43,000
1929	118,000	54,000
1937	140,000	67,000
1941	157,000	77,000
1942	164,000	75,000
By early '43	215,000	105,000

## Payrolls—Montgomery County

	Total	Clearing House Ass'n
1929	142,000,000	94,293,731
1937	144,000,000	94,569,780
1940	153,000,000	100,736,242
1941	207,000,000	133,848,431
1942—Est.	240,000,000	150,000,000

## Employment—Male and Female in Industry (See above for number employed)

	Jan. '41	July '41	Jan. '42	Apr. '42	1943 Peak
Male	81.9%	82.4	82.0	81.7	71.7
Female	18.1%	17.6	18.0	17.3	27.3

## City Retail Sales

1939—\$106,477,000	1940—\$117,765,000	1941—\$156,641,000*
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## Retail Outlets

Liquor permits—sale by glass	193	Beer	612
Department stores	5	Druggists—ind.	106
Department stores—chain	1	Drug—chain	18
Dry goods	21	Electrical	15
Furniture—ind.	20	Grocers—ind.	638
Furniture—chain	2	Grocers—chain	86
Hardware	26	Jewelry	23
Meat markets	52	Men's clothing	41
Stationers	4	Shoes	55 (9 chains)
Sporting goods	7	Women's clothing	24
25c to \$1.00 stores	3	Five and tens	5

\*Estimates from SALES MANAGEMENT Survey of Buying Power.  
With the exception of SM's estimates, all figures from Dayton Chamber of Commerce.

ment store says it is apparent that people are far more home and home-furnishing-conscious than during the last war. He gives national advertising and the movies heavy credit for the shift in emphasis from "back" (expensive clothing) to "fireside" spending. Luxury goods are falling off in types available, but are holding about even in dollar volume. Store demonstrations are not as necessary as formerly. Installment buying in several departments has dropped low, or is out for the duration. Departments such as glass, chinaware and home-furnishings are taking up some of the slack among "home-minded" consumers. Some "prestige" goods such as sterling or high-priced china, are being offered for sale, but they're not clicking with the public. The "carriage trade" is not buying such luxuries because it can't foresee its

future income or ability to pay its taxes while investing for victory. The white collar class, as always, would like to purchase more refinements, but can't.

As in other cities, such items as corsets, and others threatened by shortages, sold rapidly in Dayton. Although local perfume and cosmetic advertising lineage has been generally reduced, volume is up for most brands. There is a notable increase in men's and boy's clothing, shoes, women's coats and suits and dresses, leather goods, bedding, floor coverings. A terrific boom in baby goods is verified from several places. "C'est la guerre."

Retailers generally agree that there is more need for intelligent retail selling now as lines are depleted and substitutions or alternates call for explanations to the consumer and the turnover among retail sales people grows more critical. Yet the average

store buyer has less time than formerly. Dayton merchants want facts about the goods they're handling—facts as to "what this can do, compared to the old one." The head of a department store mentions Kleenex's "Snow White Doesn't Live Here Anymore" as an example of protecting the reputation of a national brand while informing the retailer and consumer of changes forced by the war. He complimented another converter on the spirit (if not the grammar) of display cards proclaiming "These Victory cottons not guaranteed to wash."

Another department store agrees that most manufacturers have done such a good job in making people expect washability and other inherent qualities that it is the retailer's duty to tell facts about enforced major changes in a big way, largely by store display. All agree that informative labels are invaluable at this stage when the retail clerk turnover is distressingly high. "High" also applies to local inventories, in spite of attempts to hold them down.

## BBB Prevents Exploitation

The promotional plane of the local merchandising picture is "neat but not gaudy." Few mushroom retail outlets have sprung up to exploit bulging pocketbooks, according to those who know. The statement "merchants in Dayton are not yet conscious of the great influx of population and growth in spending ability" is a half-truth, in the writer's opinion. They can't help being conscious of both.

This is owing in part to the "normal" attitude of most merchants and about 200,000 established Daytonians constituting the consumer foundation and much of the super-structure. Both are already accustomed to paying more for goods that are generally higher in quality than the country's norm. Dayton is not a good dumping ground under either normal or current conditions. Consumers have their skyrocketing taxes to pay, their War Bond commitments to carry, and "they're paying off the mortgage." The local Better Business Bureau is ready to crack down on any retailer who might attempt to exploit newcomers from small towns and farms.

Local retail advertising men and media executives agree that the BBB code is one of the most stringent in the country. But they're for it. There are no underselling claims in Dayton newspapers, and radio commercials are closely scrutinized. Announcements made for use throughout the country are sometimes re-cut and toned down for Dayton. Both advertisers and media seem committed to educate the consumer to values before he gets into

an adjustment office. Freezing, conservation and war conversions are back of considerable save-what-you've-got local advertising. The telephone company is querying, "Are You Sharing Your Telephone Line With Others?" Only four-party lines are now available to those moving into the best residential districts where normally more exclusive service is the standard.

Loss in national advertising owing to drying up of automotive lineage will be offset only in part by the increase in local lineage directed at war workers, if present indications hold. Some auto dealers who formerly accounted for heavy lineage have rented their space to the Government. Appliance dealers, accustomed to important spending on manufacturer tie-up ads or strictly home grown display space are entering factories, going in for service, or converting to stores of which the downtown "Good Housekeeping Shop" is typical, with its display of paints, floor coverings and items for home maintenance.

### Stores Are Home-Owned

Among about 650 independent and 90 food chain outlets deals from the national supplier are reported to be dying. Several locally-owned super markets do a great volume of business and advertise on about the same scale as the nationally-owned chains. The presence of these aggressive Dayton-controlled supers gives a preponderance of grocery-meat volume to local institutions. In other cities, independents outrun the chains, but get a comparatively thin slice of total volume. The tire and truck situation is already felt by retailers, many of whom must maintain a night receiver to accept goods delivered between dusk and dawn, while new "frozen" trucks stand in garages and parking lots.

To offset losses in national advertising, local media devote considerable effort to helping prospective advertisers locate available lines. Neither newspaper nor radio business offices report appreciable luxury advertising. Rather, the "Save and Buy Bonds" theme, is stressed.

Dayton is as cognizant of our active military participation as is a Coast city, owing to the proximity of aeronautical nerve centers. Local estimates agree that post-war activities in aeronautics will retain a permanent population of not less than 7,500 specialists in the district. This will cause no grief among the Dayton dailies whose advertising volume among the "first 50" has been consistently in the low 20's, even though the city rated about 43rd in population before the big

immigration to this city.

The nice balance that existed in '41 between department store and smaller retail advertising holds about the same in '42, according to newspaper business offices. Radio stations report some increase in announcements for amusement enterprises, but also about the same increase from shoe outlets to fish markets.

An innovation for employees is under way at the Dayton Fair Grounds where General Motors is utilizing many props from its former "Parade of Progress." An enormous tent houses an exhibit of war goods made by the company's several divisions. A show with 100 people and a band furnishes an additional attraction. The exhibit is designed to prove the necessity for winning the war, as well as what GM is doing to help.

It is such intelligent effort, combined with the natural sanity permeating a city accustomed to better ways of life, that accounts for Dayton's stability in the terrific up and down drafts actuated by change-overs, expansion, disproportionate influx of population, necessity for governmental expropriation, and zooming payrolls.

In early May the War Production Board chose Dayton for the first test

of a war production clinic whose most practical phases were developed in sectional meetings of machine shop, sheet metal, electrical, tool making, chemical and other groups, sponsored by the local Chamber of Commerce and six engineering societies. Experience in the Dayton meeting may have resulted in extension of these clinics by the time this goes to print. No "Sales" section was included. But, the salesmen of many local companies, Frigidaire being typical, are now acting as "expeditors" and playing important roles in various departments of production, and as traveling advisors to users of Dayton-made products for war purposes.

Dayton's "top drawer" firms, while engaged almost to the limits of their capacity in helping to win the war, are not overlooking the necessity for some activity in behalf of sound operation in the coming peace.

When asked whether the National Cash Register sales force had been disbanded, President S. C. Allyn said, "We would no more let our sales force disintegrate entirely during this period than we would allow our factory buildings to go to pieces during a depression. Both, we hope, are temporary conditions."



"The decimal point won't register."



# Dayton Workers Largely Debt-Free; Future Spending Plans Highly Uncertain

Dayton housewives whose husbands or sons work in war plants are saving lots of money—but not for any particular product; SM-Ross Federal survey reveals no increase in scale of living; puzzlement as to what to do with increased incomes.

Interpreted and edited by  
**PHILIP SALISBURY**  
Executive Editor

**A** SURVEY just completed by Ross Federal for SALES MANAGEMENT in a fairly typical war production city—Dayton, Ohio—shows that with the cutting down of the production, the sale and the advertising of so-called consumers' durable goods, has come a marked diminution of conscious interest in those items. Out of sight, out of mind, seems to be working overtime. The 200 families interviewed in the Dayton survey had one or more workers employed in one or the other of eight Dayton plants which have been largely, or completely, converted to war work\* and when questioned about what they are planning to get when the war is over, they indicated only a tepid interest in such things as automobiles and electric appliances.

Today they are socking money away in War Bonds—which is as it should be—and they are paying debts and putting money in their savings accounts, but they don't seem to be very hot and bothered about the sort of things which so many SALES MANAGEMENT readers would like to sell them when the time comes.

In the 200 families there were 292 gainfully employed workers, or an average of 1.46 per family, and 216 of the workers are employed currently in the eight plants mentioned below.

Recently there has been a flurry of interest in what one business paper writer has called the "upsidedown" market, but factual studies do not indicate that normal reading, listening and buying habits have been upset to any great extent. A study made of more than 110,000 workers in Cleveland by the Chamber of Commerce and

reported in SALES MANAGEMENT for June 1, page 14, shows that more than 75% of the workers there start work between 6:00 and 8:00 A. M., and in Dayton among the 20 war production families, 66.5% of the workers start work between 7:00 and 9:00 A. M., 20.5% between 3:00 and 5:00 in the afternoon, 7.9% between 11:00 P. M. and midnight, and 5.1% during other hours.

That seems to be a fairly normal pattern as it presently exists in war plants and, of course, in plants producing civilian goods there is much less night work so that it seems to be a fair assumption that taking factory workers as a group not more than a maximum of 20% work on other than normal daytime shifts.

## Incomes and Expenditures

Among these 200 typical war production families, 54% answered "yes" to the question, "As compared with this time last year has the family income increased?" Seven per cent reported a decrease and 39% reported no change. Since most of these workers were employed in the same plants a year ago, the figures do not purport to show what has happened to factory incomes for Dayton as a whole. In other words, through employment of more workers than were employed last year the Dayton plants, as a whole, may be paying out far more in factory income even though the incomes of individual workers may not have increased appreciably.

Those who said that the family income increased were asked, "Approximately what percent?" and the answers revealed that the average increase since a year ago is approximately 10%.

## Where Is the Money Going?

When asked by Ross Federal men, "If family income continues at its present level or increases slightly, which

of the following are you most likely to do?" the respondents showed a tremendous and praiseworthy enthusiasm for War Bonds, as shown by the table below:

Buy War Bonds	94.5%
Pay debts	22.0
Put money in savings account	21.5
Buy a home	14.5
Spend more for medical, dental or other professional services	13.0
Repair home	7.5
Modernize home	2.0
Buy land	1.5
Spend more on clothing	1.5
Buy home appliances	1.0
Buy articles to enjoy during leisure hours	.5
Buy a used car	.5
Buy furniture and rugs	.5
Nothing in particular	1.0

It is interesting—and somewhat startling—to see that commodities are pretty well down the list, and even more startling to find that although insurance and corporation stocks and bonds were included in the questionnaire there wasn't a single housewife among the 200 interviewed who felt that any increase in income should be devoted to these forms of savings.

## What They Will Do Without

The 200 women, wives or mothers of factory workers, were asked, "If through rising prices, higher taxes or lower income or any combination of the three you should find it necessary to economize, on which of the following items would you spend less than you now spend?" Here are the replies:

Travel	53.5%
Movies	43.5
Sports	36.5
Soft Drinks	25.5
Desserts	24.5
Alcoholic beverages	23.0
Clothes	23.0
Cigarettes	20.0
Candy	16.5
Hobbies	9.0
None	14.0

A similar question was asked in the September 1, 1941, issue but only six items were mentioned. Movies and the theatre led with 51.3%, followed by travel with 37.3%. It is not surprising that the present-day restrictions on travel would now put that item in first place. Hobbies ranked in both surveys as the last thing on which people would economize but no attempt was made in the survey to determine family usage or habits in connection with these items; consequently some people may not have checked hobbies because they had no hobby. Such items

\* Ross Federal workers were instructed that "A qualified respondent is a housewife of a family, one or more of whose members are engaged in factory work at any one of the following plants—Frigidaire, Dayton Steel Foundry, Airtemp, Standard Register, Delco, National Cash Register, Fyr-Fyter, Egly Register.



as travel, movies, sports, soft drinks, desserts and clothes are so universal that the answers probably have complete validity as a measurement of attitude, and the findings of the two surveys are in general agreement on most of these items.

### Money Spent on Foods

One of the controversial subjects in present-day marketing is whether or not workers quickly and almost automatically start to live on a higher scale when they have more money. As a means of getting at the answer to this much debated question, SALES MANAGEMENT editors instructed Ross Federal men to show housewives a list of five food products and to ask, "Are you now buying more or less of the following items than you did last year?" and, "Are you buying higher grades or more economical grades of the items than you did last year?"

The answer to the first part of the question was as follows:

	No. of Int.	Buying More	Buying Less	Buying Same
Canned Foods	100.0%	7.0%	8.5%	84.5%
Fresh Fruits and Vegetables	100.0	4.0	3.0	93.0
Dairy Products	100.0	7.5	2.0	90.5
Meats	100.0	5.0	10.5	84.5
Bakery Products	100.0	3.5	3.5	93.0

The response to the question about higher grades and more economical grades was as follows:

	No. of Int.	Higher Grades	Economical Grades	Same Grades
Canned Foods	100.0%	5.5%	9.0%	85.5%
Fresh Fruits and Vegetables	100.0	5.5	5.5	89.0
Dairy Products	100.0	3.0	3.5	93.5
Meats	100.0	19.0	15.5	65.5
Bakery Products	100.0	2.5	3.0	94.5

We will leave it largely to our readers to interpret the responses to these questions—except to hazard the one opinion that it seems to prove that increased incomes do not automatically bring about a higher standard of living so far as food is concerned. The one most interesting conclusion which may be drawn from the figures above is that the American Meat Institute has been markedly successful in stimulating a demand for higher grade meats. However, skeptics can counter with the argument that a considerable number of families are today shopping for more economical grades. The figures indicate that one point is not debatable—that more changes are taking place in meat buying than is true of

any other of the five types of food products mentioned.

### Collapse of Installment Dollar

In August, 1941, SALES MANAGEMENT made a survey through Ross Federal in 20 cities which was published September 1, under the heading "Women Want Government Rationing If Household Product Shortages Develop." Among the questions asked was one designed to determine the extent to which future income is mortgaged, and the same question was repeated in the Dayton survey. It is

"Are you at present paying for anything on the installment plan (budget, time-payment, deferred payment, etc.). In the 20-city survey 48.1% said "yes" and 51.9% said "no."

Since that time production has stopped on most of the items on which time payment plans were popular and the sale of most of these items to ordinary civilians has been stopped or virtually stopped. Therefore, it is not surprising to find some decrease in the number of families who are paying for anything on the time payment plan. It does seem rather startling, however.

# DAYTON HAS CHANGED IN EVERY WAY BUT ONE!

NEW thousands in  
POPULATION

NEW millions in  
PURCHASING POWER

... but STILL as LOYAL as ever  
to its FAVORITE STATION

# WHIO

IS THE  
DAYTON MARKET  
BASIC CBS • 5000 WATTS

G. P. HOLLINGBERY CO., Representative

that in Dayton the figure of those now paying for anything on the time payment basis has been reduced to 21.0%.

Just as it was true in the 20-city survey, the Dayton respondents who said they were paying for something on the time payment plan were asked the approximate date on which the longest running contract will be paid up. Last Fall the median date was about June 1, 1943; today it is a little before the first of January, 1943. Fifty-seven and two-tenth per cent of the respondents mentioned expiration

dates between now and January 1, 1943.

### What Do People Want?

Another question which was asked in a preceding SM-Ross Federal study was repeated in Dayton. It first appeared in the December 1, 1940, survey called "Wage Earner's Income Shoots Forward; 10-City Survey Indicates Optimism." The question was, "What article costing \$25.00 and up and which can be used by all the family, do you want most to buy?" At

that time automobiles were easily obtainable and that product led the list with a 22.4% response.

Today everything is changed. Automobiles are not obtainable. Money is plenty but products scarce. In 1940 respondents did not find it difficult to think of products they wanted but today two out of three housewives are stumped for an article which meets the qualifications of costing more than \$25.00 which can be used by all of the family and which is now on sale in the stores. Among those who did express opinions 36% voted for some item of furniture, 18% for rugs, 14% for refrigerators, with scattered responses for stoves, clothing, washing machines, radios, electric sweepers, hot water heaters, kitchen cabinets, curtains, slip covers, reupholstering and a variety of still obtainable but going-to-be-scarce electric appliances.

### Pattern of Future Purchases

The respondents were asked, "Are you saving now for some article or service which cannot be secured at the present time but which you hope to purchase when the war is over?" As contrasted with the preceding question, this question did not carry with it any suggested check list of possible purchases. Only 16.5% of the respondents said that they were saving for any particular product and—taking as 100% the number who answered "yes" to this question—the leading responses were as follows: Automobile, 21.2%; home, 21.2%; trip, 15.2%; furniture, 15.2%; refrigerator, 9.1%, and among the miscellaneous items mentioned were electric sweepers, washing machines, stoves, a farm and repairs to home.

### Change in Shopping Habits

The respondents were asked a question the answers to which would best illustrate their present shopping habits. They were asked whether they are now spending a larger share of their shopping dollar in small neighborhood stores and less in the big downtown stores. Forty-two per cent said "yes." They were also shown the reverse of the question—whether they were spending a smaller share now in the small neighborhood stores and more in the big downtown stores—and 41.5% said "yes." Sixteen and five tenths per cent reported no change in their shopping habits. If we can assume that all women clearly understood the question and also know approximately how their shopping dollar is divided then the answers reveal a considerable state of flux in shopping habits, but with the net result a standoff between the two types of stores.

## THE DAYTON DAILY NEWS GIVES YOU MORE UNDUPLICATED READERS

**per advertising dollar than any two  
other Dayton papers put together—  
reaches a market of half a million  
people with pay rolls up 32%  
since 1941. Trading area of 151,000  
families has average family income  
of \$2,230.00, yearly.**

**THE NEWS CARRIES 600 MORE  
Advertising Pages per Year  
than any two other Dayton Papers**

**The NEWS can do the job ALONE!**

Represented Nationally by SAWYER FERGUSON-WALKER CO. Chicago, 333 N. Michigan Blvd.; Detroit, New Center Bldg.; New York, Lincoln Building; Atlanta, 161 Spring St., N. W.; Richmond, 107 S. Seventh St.



L. C. Williams, right, who sold Packards for eight years, is now an aircraft sub-assembly inspector in the company's Rolls-Royce plant. He has changed jobs for the duration, but not his loyalty.

## Packard Finds Jobs for Its Salesmen in War Production Plants

Distributors, dealers and ad men are offered suitable posts within the war-expanded organization, if they want them. Thus the nucleus of the sales machine is preserved, and practical factory training will be invaluable when peace returns.

**F**IRST of the automobile manufacturers to report more employes in its war-converted plants than it ever had on its peacetime payroll (the latter figure was 15,542 in 1937), Packard Motor Car Co., Detroit, is now employing several thousand more workers than ever before in its history, and the number is still increasing.

But while production of war items is now Packard's only business, the Packard management has not neglected its former sales organization and it is not unmindful of the day when it will again engage in building and selling motor cars. Packard is "taking care of" its former salesmen, dealers, and factory representatives, and in doing so it is preserving at least the nucleus of its sales organization.

When the war began on December 7, Packard did not wait to see what would follow before taking definite action. The company was already engaged in what was then called defense work. It had built and equipped several new plants and had converted others. These plants were in production on major war items. Automobile

workers were being transferred to defense work. Automobile production was being curtailed and far-sighted executives anticipated that it would be discontinued entirely sooner or later—probably sooner. But the emergency would pass, in time. There would be another period of "conversion," and that would be to peacetime production. They would again advertise and sell Packard cars.

Meanwhile, there was the problem of what could be done immediately to take care of the thousands who were then dependent upon advertising, selling, and servicing Packard cars.

Every effort was made to help distributors and dealers continue in business. Such business men are well rooted in their communities, they have a considerable investment and they want to remain there. Obviously they ought to improve and increase their service business, and in this they were aided by a Packard service plan which was promptly prepared for them. Others took on side lines, some engaged in war work of one kind or another, and some even entered other fields to supplement their service busi-



George Christopher

ness.

Those hardest hit were salesmen, and to them Packard addressed a letter on December 17 in which it laid all the cards on the table. This letter stated frankly that the outlook was unfavorable and advised Packard salesmen to seek other employment at once. It pointed out that war materials industries were springing up all over the country, that these industries needed men, and that those who had not already done so should consider the opportunities of securing employment in their own communities.

"But the letter did not stop there. One paragraph read:

"We want to do whatever we can to help you; and if you cannot get satisfactorily located locally, we will be glad to give special consideration to written application from any Packard salesman for work in our own marine engine and Rolls-Royce plants. The application should be in writing and contain full details as to age, educa-



tion, family, and all past experience. Do not apply in person, but address your letter to me for my personal attention."

The letter was signed by W. M. Packer, vice-president in charge of distribution.

Hundreds of applications were received from all parts of the country and were given prompt consideration. Some of the salesmen had had some mechanical experience and they could be placed in the production departments. Others had to be located in non-technical departments. In each case, all the circumstances were considered and the applicant was apprised of the situation, including possible earnings and cost of living. Many of those who filed applications found employment locally afterward and decided to remain where they were. But several hundred others, representing practically every state in the union, came to Detroit and took employment at the Packard plants.

### To Aid Future Sales Work

Meanwhile, factory representatives, including members of the sales and advertising departments, had to be given similar consideration. Some of these will continue to be needed in their regular positions, but many have been transferred to other jobs and nearly all are devoting at least part of their time to war work of one kind or another.

Three former retail men now are foremen in the factory. A former assistant in the sales promotion department worked in the factory for several months, learned the different jobs, and was made supervisor of the Aircraft training school. A former used car manager acquired similar experience in the shop and is now an instructor in the Packard Marine College.

A former district manager is now in the time study department.

Another former sales promotion man is now in training for a job in the service material and aircraft department.

Of approximately 20 men formerly employed in the retail distribution department, all except one are now employed in the Packard marine or aircraft divisions. The other is in Naval Ordnance for the Government.

One former dealer is employed on aircraft assembly.

Several members of the advertising department now devote most of their time to a "Work to Win" morale program which Packard has undertaken at the request of Donald Nelson.

Of the others, including several hundred former retail salesmen, prob-

ably 75% are employed on the various assembly lines, in the dynamometer test department, and in the tear-down and reassembly. The other 25% are in plant protection, inspection, time study, and various clerical positions.

Others continue to arrive each week and are being trained and assigned to such jobs as they are best qualified to fill.

"Our first consideration was the immediate welfare of all members of the Packard organization," George Christopher, president, says. "We consider their experience and loyalty to Packard one of our most valuable assets. They had to be taken care of. On the other hand, personal readjustments and sacrifices must be made by all during the war period. We think it best for most of the members of our distribution organization to remain in their own communities if they well can; if they can't, we have employment for them.

"It is reasonable to expect that those former members of our sales organization who are now acquiring practical experience in our factories will find that the knowledge and experience thus gained will be a great asset when they again resume sales work."



### Was This Issue Late In Reaching You?

Nowadays even the U. S. Mail is sometimes shunted to a siding for troop trains and hot-shot expresses labeled, "Service of Supply, A. E. F." You, and we, want it that way. SALES MANAGEMENT leaves the printers at the usual time. If you have been inconvenienced or annoyed because it doesn't get to you on schedule—chalk up another little score against the day of reckoning with the Nazis and the Japs.



## A New Picture Of America's Biggest Industry: The Farm

**A**GRICULTURE is America's biggest industry, and the most recent United States census shows that 30,150,076 people, comprising 7,106,561 family units, are directly dependent upon farming for a living. Closely allied with the farmer is the rural non-farm population—the 27,094,497 people living in towns and villages under 2,500 population. These people of our 13,288 rural towns are largely dependent on the fruits of the soil.

The most comprehensive analysis yet to be made of the farm findings in the 1940 census was issued last week in a limited 1500-copy edition of a 390-page book, "The Farm Market," by the Division of Commercial Research of the Curtis Publishing Co., under the direction of Donald M. Hobart. The main body of the book shows items for each state and county grouped under the following major headings: Population, Values, Expenditures, Automotive, Farm Facilities, Acreage, Tenure and Work Off Farm, Live Stock and Poultry, Crops.

In the county sections of the book 85 items of information are given for every county and, with the single exception of the unavailable farm-value figures, the tabulation answers nearly every pertinent agricultural question.

For a sample of the pertinent information turn to page 376 and look at Dane County, Wisconsin. The 5,835 farms have an average value of land and buildings of \$9,389 as against the U.S.A. average of \$5,518; 89.8% of these farmers have automobiles, 31.2% have trucks and 56.3% have tractors. Seven out of every ten farms have electricity; one out of every ten needs some major repairs. Six out of every ten are operated by the owners—and the 19,180 horses and mules may come in very handy since we have a tire and gasoline shortage—etc. County breakdowns show numbers of livestock and poultry, acreage on crops. This data is extremely valuable today because farm gains range from 12% on tobacco to 200% on eggs and poultry.

Despite transportation difficulties farmers this year and next will not be seriously handicapped in buying merchandise, for the book reveals that the average distance from farm to city in the U. S. is only 14 miles and that 87% of all farm families live within 25 miles of a city of 2,500 or more.

SALES MANAGEMENT

# Contest Switches Seasonal Peak Into Steady All-Year Sales

Hough Shade Corp. used to have difficulty persuading salesmen to go to work *before* demand swamped facilities. But not now, thanks to the stimulus of War Bonds and Stamps.

**Y**EAR after year Hough Shade Corp. has faced a Springtime problem. Hough manufactures a specialty industrial shade. The management has always held that it can be sold around the calendar. But it has always found it extremely difficult to get its representatives to go to work in the early Spring. It has been their custom to push other items at that time, waiting until late April to become active on the Hough account.

The result has been a seasonal piling-up of inquiries, which meant that it was difficult for the salesmen to interview all prospects properly. More, it resulted in an annual order-jam at the factory with the arrival of hot weather. Feeling that something could and should be done to get the flow of orders started earlier in the season, the management early in the year announced a sales contest. What happened is indicated by the fact that *business during March was increased 117% over March in 1941*. Many jobs were opened up which ordinarily would not have started until considerably later in the season.

## "Victory Contest" Smash Hit

Chris F. Tonne, sales manager for Hough, points out that sales curves for 1942, as compared with last year, hardly do justice to the facts, inasmuch as 1941 was a banner year in orders. The sales contest, which started March 1, tying in with the war, was called a "Victory Contest." The prizes given were war savings stamps. The results were considerably better than had been expected.

"We felt that the presentation of the contest would have a lot to do with its success," Mr. Tonne says. "So we designed a special letterhead with which to announce it and which could be used for all announcements and bulletins while it continued."

At that time better than 80% of Hough industrial shades were going into plants on war production and over 60% carried priority. Owing to the war, many old customers had dropped by the wayside. If manufacturing volume was to be kept up, the orders had to come from plants which

had converted into war production and from new factories.

The shades are used largely in factories and offices to eliminate sun glare and heat. For that reason in-

stallations were practical, even in war time, because they might logically work to increase production. This could mean government approval of installations.

The first announcement, going to all Ra-Tox representatives, the trade name for Hough's industrial shades, venetian blinds and steel-sash ventilators, was mailed in the form of a letter signed by Mr. Tonne, on February 25. This said:

"During the month of March it is our wish to compensate you for your extra efforts on Ra-Tox. This effort will be rewarded in defense stamps. To start this drive, we are sending

# WMT

## The Voice of Agriculture

### 600 k. c.



## Iowa's Finest Frequency!

Using the soil conductivity value established for the Iowa area, calculations based on Appendix I of FCC Standards of Good Engineering Practice, indicate that:

- 600 Kc.—5000 Watts will develop a signal strength of 0.5 mv/m at a distance of 166 miles to cover an area of 86,570 square miles.
- 1040 Kc.—50,000 Watts will develop a signal strength of 0.5 mv/m at 146 miles to cover an area of 66,966 square miles.
- 1540 Kc.—50,000 Watts will develop a signal strength of 0.5 mv/m at 101 miles to cover an area of 32,685 square miles.

**DON'T BE FOOLED BY HIGH POWER CLAIMS**

BASIC COLUMBIA NETWORK

**CEDAR RAPIDS**

5000 Watts Day and Night - 600 K.C.

# W-M-T

A COWLES STATION

**WATERLOO**

Represented by the Katz Agency

*What happened*  
when all 5 Pittsburgh  
radio stations carried  
the same program at  
the same time?

**HOOVER RATED  
WCAE  
1st in Pittsburgh**

Perfect test  
**PROVES**  
WCAE popularity!

All 5 Pittsburgh stations carried the same government-approved program at 7 to 7:30 P.M. Saturdays, Feb. 21 to May 9—a bullet-proof set-up for a popularity check.

The HOOVER Continuing Measurement of Radio Listening Report on that time period, December through April, shows these averages:

(% of Listeners)	
WCAE	31.3
Station B	26.6
Station C	14.1
Station D	9.4
Station E	7.8

Conclusive proof of WCAE's popularity. Same program—same time—all stations . . . and most Pittsburghers tuned to WCAE!



**The KATZ Agency**

New York Chicago Detroit Atlanta  
Kansas City Dallas San Francisco

[68]

you a defense stamp book in which we have placed the first stamp.

"For your additional efforts in March we will send you defense stamps as outlined on the inside rear cover of the defense stamp book. These will be sent to you every Monday after sales have been tabulated for the previous week.

"The first Monday in March we will make a mailing to every Ra-Tox user in your territory. Inquiries will be forwarded to you for immediate follow-up. The second Monday we will mail 11,232 pieces of mail, to all non-users on our list, and to non-users on a new list we have recently secured."

Previously, arrangements had been made to carry Hough shade advertising in current trade publications. March issues were used of:

*Factory Management & Maintenance, Industrial Equipment News, Industrial Power, Improvement, and Graphic Arts Monthly*, to the printing and bindery trade. The letter emphasized this support and added:

"Many inquiries will be produced and passed on to you. These can be turned into immediate orders. Our records show that 87% of all inquiries received in March last year resulted in orders. Make your first ten contacts the first week of the contest. We will go to work on them with direct mail immediately."

### March Marks Up 117% Rise

Quotas were set, based on the previous year's volume. March sales, the representatives were told, normally account for 11% of the year's volume. The quota of each representative was based on 12% of his previous year's volume—an extremely modest quota in the light of what happened.

After that the rules of the contest were set up. One point was that only those who sent in a minimum of ten reports on calls could participate in the rewards. It was required too that the name, initials and title of the man called on be turned in on the company's regular report form. Representatives in smaller territories, it was stressed, could earn as much as those in the larger cities, as it would be easier to make a small quota sooner and get one of the leader prizes.

A second mailing was made to each representative on March 2. This pointed out that March 9 to 14 was "Old Customer Week." The letter stated that a letter had been mailed to every user of Ra-Tox shades, and the statement was reiterated that 87% of all inquiries received during the previous March had resulted in orders. This special prod was added:

"We will pay four extra stamps for every order of \$50 or more of Ra-Tox

shades secured from old users and dated between March 9 to 14, inclusive. Call on old users this week and earn extra defense stamps."

A third letter was mailed on March 10 which named individual salesmen who had signed first orders. It gave the men personal credit for being on their toes. It was aimed to jar the laggards into action.

Each week, starting with the second week, special incentives were offered for sales to certain types of users as "Old User Week," "New User Week," and the fourth week, for all orders sold to new factories. Each week, too, a bulletin gave the standings of the men in the contest and the tail-enders were shown right along with the leaders.

### All Contestants Win

The contest theme was "Victory," and the bulletins were edited in a manner to emphasize "war thought." The theme of "Help yourself and help your country" was kept uppermost in every bulletin. No big prize was awarded for a winner. Instead, Hough paid on volume—which eliminated the possibility of men ceasing their efforts when they learned that one man was 'way out ahead.

The winner earned enough stamps for more than two war bonds. Several other men earned enough for one bond or more, and the rest earned a good start toward a bond. It was proved that the salesmen could go out in the early Spring and bring in orders.

"The brightest part of the whole picture," says Mr. Tonne, "was that the early calls on the prospects set in motion thinking which resulted in later business. This is proved by the fact that since April 1, after which date all of our business has been governed by priorities, sales have been considerably ahead of a year ago. I'm convinced that we will continue to reap business, directly or indirectly, from the March drive. That's on top of the 117% March increase."



SALES MANAGEMENT



# How Plomb Laid the Groundwork For Huge Sales to Uncle Sam

They sold top quality first—to gain an entree. Then, when the war came on, they formed a sub-contracting subsidiary and waged an aggressive sales and advertising campaign to serve civilian war workers as well as the War Department.

BY FREEMAN KIRWIN

Sales Manager, Plomb Tool Co.,  
Los Angeles

**T**HE hand tool industry is now manufacturing at about four times its peace capacity, and almost entirely for war. Much of its production goes direct to the Government. Our materials are restricted. Some of them, like special steels, are more valuable than the country's gold and silver hoards.

You would expect to hear that such an industry had curtailed its sales activities, and stopped its advertising.

Yet our company and our competitors, have a bigger selling and advertising job than in normal times. Our own advertising schedule is larger, we have just as many salesmen employed, and we would not want to lose one of them.

We believe that, as other industries get their bearings in war, they will find that constructive selling and advertising are necessary to their war effort. Our position today is owing to having gone into war work early, during the first defense planning.

When engineers began talking about tools for defense production, nearly two years ago, people thought about giant drill presses and complex assembly lines. Nobody thought of screwdrivers and hand-wrenches—not even the engineers, at first.

Nearly all production starts with hand tools—they are necessary to make the machines that make the machines in the assembly lines that turn out the airplanes, tanks, guns and ships. Every military plane, besides carrying a kit of hand tools while flying, needs about \$50 worth of hand tools on the ground. Tanks, guns and ships also need two sets of tools.

Moreover, the mechanics who build the planes, tanks, guns and ships, need hand tools, and buy them, and bring them to the job. While we are producing for the Government, we must also produce for the workmen, and see that the tools they need are

flowing to them uninterrupted through the jobbers and retailers who sell to them.

Our war story really began a dozen years ago, during the depression, when one of our engineer-salesmen, John Larson, suggested that the Navy might be a logical customer for our company. Like most concerns that had never sought Government orders, we were a bit dubious about the success of any attempt to obtain Government business. However, Mr. Larson finally was given permission to tackle the job.

He traveled up and down the Coast visiting the Navy yards, and before long was giving them solutions to some of their troubles. For example, one battleship had a steam check that could never be made tight. None of the tools available were powerful enough. We devised a special wrench, used with an air hammer, tightened up that steam check.

The Navy bought screwdrivers for about six cents apiece, and they were not good enough for much of the work. By going back to Washington authorities, and patiently demonstrating the economy of high quality, we succeeded in having specifications drawn for Plomb screwdrivers costing 80 cents.

The next chapter in the story came in 1938, when we joined with other hand tool manufacturers in starting the first organization our industry had ever formed for the general good.

For many years, it had been the custom for hand tool manufacturers to

Copy such as this in business papers read by mechanics stresses the need for handling tools with care. Though few realize it, simple hand tools make possible the elaborate machinery which turns out the tanks, guns and planes — and then keeps those weapons in operation.

**...working as hard as we can  
to help end it  
as soon as we can**



• Over seven times as many Plomb tools will be made in 1942 as were manufactured in 1940. Even more are needed to protect our freedom. • So take care of your tools . . . use them as they should be used . . . put them away safely. • In that way, we'll be working together to supply the men fighting for us with the weapons needed to win for us. They can't have those guns and planes and ships without fine hand tools, because all mechanical production begins with hand tools. • That's why we're working the clock around — and asking for your cooperation. Let's clean up on those bandits over there as fast as we can.

**▽ PLOMB ▽**  
*Streamlined Tools*

**PLOMB TOOL COMPANY • LOS ANGELES**

replace any tool that proved defective. Originally, that was a selling help, but in time it became an abuse, because mechanics would often bring in a tool that had seen years of use, demanding a new one, or would even deliberately break up an old wrench or screwdriver to get a new one. A meeting of various hand tool manufacturers was held in Chicago, to see if this custom couldn't be abolished, or modified. The chairman of our board, Dillon Stevens, represented us. It was the

typical first get-together of competitors—too much caution and reserve. Result: We didn't modify the replacement policy. But we *did* form an association, the Service Tool Institute.

Through the Institute, and Mr. Stevens' visits to Air Corps headquarters at Wright Field, Ohio, we were able to show how important hand tools were to the defense program. Government cooperation saved much time for both the industry and the country in starting the wheels turning

and gave us then the priorities that later became necessary.

Our next step was a sub-contracting organization to increase production to meet the needs already foreshadowed in late 1940. We decided, because the engineering, supervision, accounting, finance, etc., on Government work were different from our own, that a separate corporation was necessary. This is the Plomb Tools Contracting Co., with its own offices, and more than a dozen metal-working plants around Los Angeles, and San Francisco, and one in Arizona. Some of these plants perform complete operations; others do several, then pass the work along to another plant which finishes the tools.

Among about 20 hand tool manufacturers in the industry, we are the only national concern in the West, and before the war, had built up a national business on top quality. Situated a long way from the largest industrial centers, but in a tool-using region where highest quality has always been understood and cheerfully paid for, we brought fine steels from the East, where they are made, and turned them into fine tools. After supplying Western demands we shipped some of our product back East and sold it in competition with tool manufacturers right in the home of fine steels and big customers. We have always received better prices for our tools, from individual mechanics as well as large tool buyers.

The war sales picture that developed last year is new and complex. Thousands of manufacturing plants diverted to war work. New war plants appeared in small towns, and began hiring metal-workers, who all wanted tools. They went to the local hardware stores. This situation was magnified and complicated in cities, but the effect was the same everywhere—thousands of mechanics came to the retailer to buy tools.

#### No Hardware for Home Use

It was necessary to prepare the retailer by spurring on the 2,600 jobbers to whom we sell, warning them not only to get ready, but to keep their eyes open for new war industries starting in their territory.

Before long, priorities began to affect our sales operations. Shortages of steel, labor, transportation, complicated the manufacture of tools. Yet those that did come out of the plants had to be routed into the hands of men who needed them for war work. The general public had to be eliminated as a customer.

If you go into a hardware store today, and ask for a fine wrench or screwdriver, because you want one

#### HEADQUARTERS FORT RILEY, KANSAS

##### Memorandum For Soda Fountain Magazine

Please send "Soda Fountain & Quick Food-Service" to Mrs. Margery Myers, Service Club, Camp Funston, Kansas and to Mrs. Bertha Brown, Service Club, Cavalry Replacement Center, Fort Riley, Kansas.

These are the two fountains now in operation under this office. A third fountain will soon be opened in the Service Club, 4th Cavalry Brigade, Camp Funston, and I would appreciate a copy being sent for it. Foods will be sold at all fountains as they are operated as part of dining room-cafeterias.

C. J. WILDER,  
Lieutenant Colonel, Cavalry,  
Morale & Recreation Officer

Thousands of new fountain-luncheonettes for the boys in service have been put in operation during the past year. They are located in post exchanges, service clubs, on naval craft and in the clubs of the USO.

As volume fountain operations they receive Soda Fountain & Quick Food-Service each and every month. Thus they join the group of fountain-lunch operators who sell more than a BILLION DOLLARS in beverages and foodstuffs each year.

Only a publication devoted exclusively to the fountain field and directed to operators, regardless of the type of establishment, can do a 100% job in covering this profitable market.

SODA FOUNTAIN & QUICK FOOD-SERVICE is so edited and directed. It has a record of more than 40 years of continuous service to the fountain-lunch trade.

## SODA FOUNTAIN & QUICK FOOD-SERVICE

386 Fourth Avenue, New York, N. Y.  
333 No. Michigan Avenue, Chicago, Ill.  
15 East de la Guerra, Santa Barbara, Cal.



around the house, you will be asked to sign a statement that you are engaged in work necessary for war, or maintenance of essential equipment. If you are making aircraft, or shooting trouble for a telephone company, you can get the tool. Otherwise, you'd better see what you can buy at the five-and-ten. The dealer uses these signed statements in re-ordering.

Our 1942 selling policy, and advertising, were planned to keep tools flowing by working on both ends of our distributive system.

First, we increased advertising in publications read by mechanics—*Factory, Aero Digest, Motor Service, Domestic Engineering, Oil and Gas Journal*. Mechanics are told about our increased war output, invited to send for our catalog, and urged to take care of their tools because they are as precious as bullets.

We also increased our advertising in jobber publications, such as *Jobber Topics* and *Mill Supplies*. Jobbers are reminded that hand tools are restricted, that carrying sufficient stocks and promptly supplying war workers and maintenance mechanics is one way of helping fight the enemy, and that at the same time they can strengthen their own position as business men.

### Salesmen's Duties Increase

We are advertising regularly in *Time*, and occasionally in *Fortune*, to reach the general public. We have in preparation two motion pictures stressing the importance of hand tools, and their proper care. The films will be shown wherever they are wanted, as in large industrial organizations, and to gatherings of jobbers and retailers. After seeing one of these films, men who use or sell tools will have vivid ideas of the care needed in making them, and their value in times of scarcity and danger.

Ordinary peacetime calls on jobbers are not enough these days. Each salesman must be on the alert for new war industries developing in his territory, and not only help dealers anticipate demands, but "git thar fustest with the mostest," by giving the jobber advance information of new war needs.

New war plants are springing up everywhere, but they do not come into being overnight. Advance information is obtainable by careful reading of the War Production Board announcements from Washington; following successful bids on war contracts; following up local sub-contracting activities; checking the sales and leases of industrial property; keeping track of new orders given local war plants which probably mean an increase in their employees, and consequently a new demand for tools; knowing what utili-

ties, city departments and other maintenance organizations are doing to prepare for civilian defense, utilize old equipment, and carry on generally.

In impressing the Government with the importance of hand tools at a time when they might have been overlooked, and in expanding our production ahead of the emergency demand, we feel that we have exerted leadership. So far as we know, we were the largest suppliers of tools last year to the United States Air Corps. We have taken the major supply orders

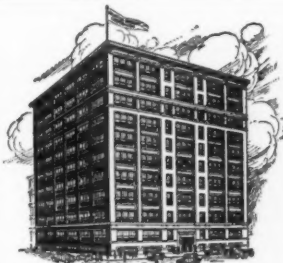
from the War Department at the prices offered, without counter-offers from ourselves, and without agents or brokers.

This is our spirit, and in letting our distributors and mechanic customers know about it, through advertising and salesmanship, we feel that we are not boasting, but helping build the spirit necessary to win this war.

For the long view, we are stressing the high quality of Plomb tools, and the company as a new leader out of the West.

### Day and Night Operation

You will find upon investigation that we appreciate Catalogue, Publication and General Printing requirements and that our service meets all demands. We will be glad to help solve your printing and associated problems.



One of the largest, most efficient and completely equipped printing plants in the United States

NATIONAL AND LOCAL

## Catalogue • Publication • General Printing

ONE OR MORE COLORS

ARTISTS • ENGRAVERS • ELECTROTYPERS

Make a Printing Connection with a Specialist and a Large and Reliable Printing House

### Our SPECIALTIES

**CATALOGUES**  
**PUBLICATIONS**  
**BOOKLETS**  
**HOUSE ORGANS**  
**PRICE LISTS**  
**FLYERS**

**PROCEEDINGS**  
**CONVENTION DAILIES**

**ALSO GENERAL PRINTING**

requiring the same equipment and facilities to produce.

### TYPESETTING

Linotype, Monotype, Ludlow, Hand.

### PRESSWORK

The usual and unusual, also color presses. The largest and most economical.

### BINDING

The usual and unusual, also machine gathering, machine covering, special trimmers, Special Folders, Unusual Wire Stitches, Sewing Machines. The largest and most economical.

### MAILING

If desired, we mail your printed matter direct from Chicago—the central distributing point.

Business Methods and Financial Standing the Highest  
(Inquire of Dun & Bradstreet, Inc., or other Credit Agencies and First National Bank, Chicago, Illinois.)

### Proper Quality

Because of up-to-date equipment and best workmen.

### Quick Delivery

Because of Automatic machinery and Day and Night service.

### Right Price

Because of superior facilities and efficient management.

### Satisfied Customers

Our large and growing business is because of satisfied customers, because of repeat orders. We are always pleased to give the names of a dozen or more of our customers to persons or firms contemplating placing printing orders with us. Don't you owe it to yourself to find out what we can do for you?

Consulting with us about your printing problems and asking for estimates does not place you under any obligation whatever.

Let Us Estimate on Your Next Printing—The LARGE and the SMALLER ORDERS

(We are strong on our Specialties)

### Printing and Advertising Advisers

We advise in determining methods for economical production. If you want copy and illustrations prepared for one issue of printing or an advertising campaign planned we assist in securing catalogue compilers, advertising writers, artists, designers, illustrators, proper agency service, counselors or any other assistance requested.

### Use NEW TYPE for

**CATALOGUES, ADVERTISEMENTS AND GENERAL PRINTING**

We have a large battery of type casting machines and with our system—having our own type foundry—we use the type once only, unless ordered held by customers for future editions. We have all standard faces and special type faces will be furnished if desired.

**CLEAN LINOTYPE AND MONOTYPE FACES**

We have a large number of Linotype and Monotype machines and they are in the hands of expert operators. We have the standard faces and special type faces furnished if desired.

### GOOD PRESSWORK

We have a large number of up-to-date presses—the usual and unusual, also color presses and our pressmen and feeders are the best.

### BINDING AND MAILING SERVICE

With our up-to-date unusual folding, gathering, stitching and covering machines, the facilities of our binding and mailing departments are so large that we deliver to the post office or customers as fast as the presses print.

★ **Printing Products Corporation** ★  
He'p Win **NATIONAL PRINTERS LOCAL** Buy U. S.  
the War **ONE OR MORE COLORS** Bonds  
Telephone WABASH 3380 — Local and Long Distance  
★ **Polk and La Salle Streets • Chicago, Illinois** ★





**Here's Helpful FREE  
Booklets on  
"WHAT TO SAY"  
in Your Advertising to Specific  
Business and Industrial Fields**

**Mechanical Design**

- ☐ What Mechanical Designers Want in Advertising Copy Today.
- ☐ Design Activity Under War Production. A January 1942 survey.

**Metal Working**

- ☐ Questions—in the minds of metal-working production men today—and how advertisers are answering them in AMERICAN MACHINIST.

**Electrical**

- ☐ "KNOW HOW" Advertising is Helping to Win the War. Examples from current issues of ELECTRICAL WORLD.
- ☐ How manufacturers are helping solve the problems of Electrical Contractors and men in charge of electrical departments in large plants. Actual advertisements from ELECTRICAL CONTRACTING.
- ☐ Technical and practical data on the vastly expanding electronics field. "What to say" suggestions for ELECTRONICS' advertisers.

**Construction**

- ☐ What Advertisers Are Saying to the Engineered Construction Industry Today. Actual examples of how manufacturers are making their copy informative and productive.
- ☐ Engineers and Contractors Tell What They Want to Know About Building Products.

**Mining**

- ☐ War Talks on Advertising to Essential Mining. How manufacturers are helping mining men meet today's problems.

**Power**

- ☐ The kind of advertisements that will interest, and be helpful to, engineers, chief engineers and power consultants.
- ☐ Power Engineers Tell What They Want to Know About Mechanical Transmission Equipment.

**Textile**

- ☐ How Editors and Advertisers are contributing to the Win-the-War Program—in TEXTILE WORLD.

**Chemical**

- ☐ What Chemical Engineers Want to Know About Your Products.
- ☐ How to Develop Advertising that Clicks With Chemical Engineers Today.

**Food**

- ☐ A Guide to Effective FOOD INDUSTRIES Advertising.

FOR COPIES just check the subjects you are interested in—clip this ad to your letterhead—and mail to:

**McGRAW-HILL PUBLISHING CO.**  
330 West 42d Street, New York, N. Y.



Independence Day should have new significance this year. Independence is something we thought we won a century-and-a-half ago. Unlike a golf trophy, however, it cannot be laid away in flannel and gum-camphor. It has to be fought for all over again every 25 years.

\* \* \*  
Saboteurs: Plant Lice!  
\* \* \*

"Loses 40 lbs. listening to music."  
Some of it *does* wear a fellow down.

\* \* \*  
Slogan for a nurseryman: "Our business is growing."  
\* \* \*

"There is more than meets the eye in Maiden Form Brassieres." Yeah, and the Japs had to go and capture Bali.

\* \* \*  
Three bare lines in the trade-press told of the death of Theodore Belding Creamer. But my generation, at least, will never forget the sensation he created along about 1911-1915 with a brand-new style of copy for Prince Albert tobacco. More than anything else, it put this brand on the map. So far as I know, it has never lost the head-start he gave it. Nor are those who knew him best likely to forget the humanity of the man, or the pleasant experience of working with him.

\* \* \*  
Thumbnail description of a tall, beautiful babe: "Eyeful Tower."

\* \* \*  
Some of those who got a B-rating are in for a berating.

\* \* \*  
Call it a war of ideologies, if you must indulge in scientific language. Reduced to its simplest terms, it is a War for Survival... a clean-cut choice between Freedom and Slavery. This postulate can be documented in blood and tears by millions in the occupied countries.

\* \* \*  
What is Radio's part in disseminating the truth that makes men free? War-bulletins from the front? These are functional and routine. Music and badinage to build morale? Important but incidental. Radio has a larger duty to perform in the War for Survival.

Men and women who wrest our basic foodstuffs from the good earth want to know what, when, and how

to plant for the maximal yield. Radio tells them... brings them last-minute instructions from their government. Women who guard the national health via the kitchen want the newest thinking on vitamins and diet. Radio supplies it through home-forums and similar services.

Steel-workers, shipbuilders, aircraft-workers, munition-makers; soldiers, sailors, and civilians cooperating in the common cause in camp and canteen; civilian-defense patriots who *lose* sleep in order to *gain* freedom... to all of these, Radio is a sort of *cosmic cement* that flows out to bond Americans into a willing, working whole.

Radio is the Voice of the People... the Voice of Victory. No mere medium of entertainment, it is a constructive force in America's fight for freedom.

\* \* \*  
Progressive chap that he was, I think Ben Franklin might like the new type-dress of the *Saturday Evening Post*.

\* \* \*  
Aside to E. L. Taylor, s.p.m. of Schick, Incorporated: Thanks for sending me that handsome Schick Super. Even the box is de luxe.

\* \* \*  
An epitaph on a 500-year-old tombstone in Kirby Cemetery, Essex, England, Ripley or not, reads:

"When pictures look alive,  
With motions free,  
When ships, like fishes,  
Swim beneath the sea,  
When men, outstripping birds,  
Shall soar the sky,  
Then half the world  
Deep-drenched in blood shall lie."

\* \* \*  
Bob Graham envisions a beauteous gal in a court trial getting into the bathtub and making a clean breast of it.

\* \* \*  
"Your product is never oversold, even though your capacity *may* be."—Irving B. Hexter, publisher, *Paper Progress*.

\* \* \*  
A so-called Suggestion-Box placed in your plant and office may strike you as corny. True, there will be many a paper-clip, many an anonymous wise-crack, dropped through the little slot. But there will also be some worthwhile suggestions, especially in this period of

SALES MANAGEMENT

all-out production. I recommend it.

\* \* \*

Belated greetings to Washington's little 250-watter, WWDC, and its new owner, usually referred to as "the one and only Joe Katz."

\* \* \*

John Morrell & Co., Ottumwa packer, offers the facilities of its machine-shops at cost to holders of war-contracts. An ad announcing the offer says: "The tools of a lasting peace will be cut in the machine-shops of America."

\* \* \*

Hope it isn't too late for a note I have been saving on gas-rationing. It's from Henry Obermeyer, who says: "That red-head on the 5:19 who's been having trouble with her gasoline 'irration' card says that she knows why they call it B<sub>1</sub> Complex."

\* \* \*

R. W. G. says that any similarity between an Aryan and a Jap is purely Occidental. He also calls our attention to a memorable, old-fashioned slogan for A-1 Sauce: "The DASH that makes the DISH!"

\* \* \*

Wrestlers believe in the brotherhood of manhandle.

\* \* \*

Birmingham's T. O. White thinks Vitamins Plus might say: "Care for your carcass for your country."

\* \* \*

It came to me like a flash in the night of the mind, as I was listening to the final commercial on a Sunday-night show. These high-pitched, high-pressure announcers are training for a job as a side-show barker.

\* \* \*

Speaking of commercials, apparently the biggest factor in the success or failure of married life is *coffee*.

\* \* \*

*Uh-huh Dep't*: "Your privacy will not be destroyed if circumstances force Mother to live with you."—Revere Copper & Brass.

\* \* \*

We need a whole new set of similes to replace such time-worn phrases as "Fit as a fiddle," "Cool as a cucumber," "Sore as a boil."

\* \* \*

Some copywriter who knows his raspberries wrote this headline for Everbest Preserves: "You won't find a seed in *these* raspberry preserves."

\* \* \*

If Tin Pan Alley follows its pattern of the last 30 years, I look for a song based on Red Skelton's: "I Dood It!"

\* \* \*

War costs money. But it's shekels or shackles!

T. HARRY THOMPSON

JULY 1, 1942

## Advertise in Wartime?

**What?** General Electric Co. went to consumers to find out what advertisers should tell about their products during restricted production of civilian consumer goods.

Ninety per cent want to know how to make their old products last longer in this period of scarcity.

Eighty-five per cent want to know about products still available.

Seventy-five per cent want to know what is being done to develop new products for post-war use.

**How Much?** The head of a large market research organization answers the question, "How much advertising should a company do without goods to sell?" by suggesting enough to maintain its pre-war standing in its industry.

**Where?** Our answer to "Where?" is—"In Popular Mechanics." Its over six hundred thousand subscribers and newsstand buyers are mechanically-minded and can do many of the things a manufacturer tells them to do to make their products last longer, in home or factory.

These men, mostly industrially employed, are earning peak wages and salaries and can buy goods still for sale.

Finally, being interested in all kinds of improvements, readers of Popular Mechanics will appraise and remember what you tell them you are doing to produce better goods for post-war days.

Don't those plain common-sense answers indicate a schedule for your goods in Popular Mechanics? In it, with one page or twelve, the cost is less than a dollar and a half per page per thousand.

## POPULAR MECHANICS Magazine

200 East Ontario St., Chicago, Ill. ■ New York ■ Detroit ■ Columbus



**WISH** the Merchandising Station  
BLUE NETWORK • 5000-1000 Watts  
INDIANAPOLIS

Ask your Agency to ask the Colonel!  
**FREE & PETERS, Inc., National Representatives**

MONTREAL  
TORONTO  
WINNIPEG

**GIBBONS KNOWS CANADA**

J. J. GIBBONS LIMITED • ADVERTISING AGENTS

REGINA  
CALGARY  
EDMONTON  
VANCOUVER

# Six-Point Plan Bags Prize for Devoe & Raynolds Detroit Branch

Each year Devoe & Raynolds Co., N. Y. paint firm, presents the "de Lancey Kountze Prize" to the branch office with the best record in management. The award, named for the firm's board chairman, is based on increased sales, maintenance of net profits, obtaining new agents, and other results of all-around good management. This year the prize was a check for \$1,500 to be divided among the branch manager and his staff. It went to Detroit for a 38.6% sales increase in 1941. A second prize of \$500 was won by the Boston branch, of which S. E. Harris is manager.

**W**ORKING with salesmen is the prescription which Paul E. Cole, manager of the Detroit branch of Devoe & Raynolds Co., recommends to sales managers afflicted with low volume. He takes his own medicine, which enabled his branch to win the company's annual de Lancey Kountze award for all-around good management, plus a sales increase of 38.6% this year.

Other points in his six-step program for harmonious team-work are:

- Working with salesmen
- Encouraging salesmen to call on new prospects
- Analyzing salesmen's reports for them
- Sub-dividing territories for more intensive work
- Pushing the entire line
- Providing special incentives.

## Work With, Not For

"Before I came here as branch manager, six years ago," Mr. Cole says, "a salesman made a remark that I've never forgotten. In commenting on the difference between two branch managers under whom he had worked, he said that he had always felt that he was working *for* one manager and that he was working *with* the other. I try to have my salesmen feel they are working *with* me, rather than *for* me. Which, I think, implies far more than one can say in a great many words.

"On the other hand, a salesman naturally looks to his sales manager for guidance and leadership. The sales manager should keep in close touch with the field, but he must not forget that the company employs him to manage the territory and that it employs salesmen to do the actual selling under his direction.

"Salesmen, like others, are prone to settle into a rut and to follow a routine procedure. This is particularly true of a business such as ours, where the company has franchised dealers. Each salesman has a prescribed, protected territory. He has certain established dealers and customers on whom he calls at regular intervals. He does considerable missionary work with his dealers. And pretty soon, if he doesn't watch himself, or if his sales manager doesn't observe his practices, he settles into a routine of covering his territory on schedule and calling only on his regular dealers.

"There was a time when some of our salesmen might drive right through a town without stopping. They didn't have any dealer in that town and, besides, they were in a hurry to keep an appointment with our dealer in the next town who wanted help with a certain prospect or customer. Then they might keep the appointment with that one dealer and, without calling on anyone else there, hurry on to the next town.

## Snubbing Prospects?

"They were overlooking a large volume of potential business by neglecting to call on others besides regular dealers and customers, of course, and it was my duty to remind them of this. So I began to ask them to call on others. We don't want too many dealers in a territory, but in many cases it is desirable to keep in touch with prospective dealers. Then there are industries, institutions, contractors, and



"... There was a time when some of our salesmen drove right through a town without stopping," says Paul E. Cole.

others who should be visited. In short, I asked them to call on three new faces for each old one.

"Our salesmen are required to furnish weekly reports of their activities. I study each such report, analyze it, and write the salesman a letter, giving him the benefit of such analysis. This is not a brief note of stereotyped character, either; it is a complete and thorough discussion of his work, with specific suggestions for improvement, where required.

"Working territories more intensively required more of the salesmen's time, and in due course it became necessary to readjust territories and to add more salesmen. We have about three times as many salesmen now as we had when I started with this company. But, since the volume of sales has almost quadrupled, the larger number of salesmen is averaging better than the smaller number formerly did.

## Neglecting Part of Line?

"Another form of neglect of which salesmen are guilty is that of forgetting some of the items in the line. As we have several hundred items, it is quite natural for the salesmen to push some and ignore others. There again the manager must be on the alert to discover who is snubbing what and to remind him that we have these items for sale, too. Right now I am preparing a kit of small items which have been neglected to such an extent that many dealers don't even know we carry them. I'm not doing any scolding, however; instead, I'm furnishing the kit to each salesman with the hint that it affords him an opportunity to increase his sales and that the extra commissions will pay his gasoline bill.

"In addition to the weekly analysis of each salesman's work we give them a monthly resume of their calls and the results, breaking it down into calls on each class of dealers, customers, and prospects, and by ratio of sales to calls, average amount of sale, etc. This affords another means of studying their procedure and results, on the basis of which we offer such constructive suggestions as may seem necessary.

"Then, too, I think it is well to stimulate the salesmen occasionally by means of a local competition. The company promotes sales contests from time to time, which usually cover an entire season. We supplement these long-term competitions by introducing short, local contests designed as a special incentive to reach some definite goal. We have found that for such purposes, a contest lasting about six weeks serves well. Although we offer various kinds of awards, the salesmen seem to favor merchandise prizes."

SALES MANAGEMENT



# Jewelry Industry Displays Plenty of Ingenuity Under War Pressure

Deprived of the metals which are the life-blood of their business, jewelry manufacturers are switching production, distribution, and increasing advertising. Results: "Good."

**T**HE jewelry manufacturing industry has been deprived of many of the metals on which it depended for existence. One by one, all of the metals previously used in the manufacture of inexpensive jewelry have been cut off. Aluminum, copper, copper base alloys, tin, white cast metal, steel, brass, nickel, plated silver—all are out for the duration. Bulk of these materials went into the manufacture of items which sold for ten cents and up, principally in syndicate stores.

To date few jewelry manufacturers have switched from consumer to war goods. Many would like to, but they cannot receive government orders unless necessary machinery is installed: they cannot obtain priorities to buy and install machinery unless they have orders on hand. It is a circle which keeps many from converting to war production. A few companies are doing a small amount of such work, in most cases up to no more than 15 or 20%. One exception is Freeman Daughaday Co., Providence, which has entirely discontinued the manufacture of its line of Nu-Lok men's jewelry to go into production of war goods.

## Gold and Sterling Only

The jewelry industry however, is showing resourcefulness. Manufacturers are using gold and sterling silver, which are as yet subject to no government restriction. Some are revamping methods of distribution to meet the selling of these higher priced items. Most manufacturers are continuing their advertising activities and their sales personnel.

Outstanding among those who have revamped the line and changed distribution to fit the situation is Campus Jewelry Products, Inc., Providence, manufacturer of men's jewelry and novelties. This company formerly made a line ranging from ten cents up, sold through syndicate stores, to more costly items sold through haberdashery stores. With brass and other metals removed, the company has discontinued making the lower priced items and no longer serves the syndicate store field.

The product line has been switched to sterling silver; it includes a large assortment of tie holders, cuff links,

key chains, collar holders, money clips and novelties, retailing from 50 cents to \$10. Distribution will continue through haberdashery stores and some will be used for premiums. To replace some of the volume lost from

syndicate stores, the company has undertaken distribution through the drug industry, having already sold to the wholesale house of McKesson & Robbins. Through the latter's 67 branch offices throughout the country, the Campus line has already gone into many retail drug stores. Present indication is that drug stores offer a good market which has previously been practically untouched for medium and better grade jewelry.

Campus is also calling on electrical and hardware jobbers, especially in the metropolitan New York area. Men in both fields are keenly feeling the pinch of product shortages and they

## High-Spot Market For Summer Selling!

Here's a natural for sales managers with some quota revising to do right now. It's the Winston-Salem market (109,833 folks within 15 minutes of downtown shopping area). If you'll study the business history of this market over the past few years you'll find no "peaks and valleys" that knock well laid sales plans into cocked hats. Instead, you'll find a market that, without artificial stimulation, shows a steady growth year in and year out.

And right now is no exception. Business activity in Winston-Salem is definitely UP! Your sales can be like that, too! We'll gladly send more information.

## JOURNAL and SENTINEL

*in Winston-Salem, N. C.*

National Representatives: KELLY-SMITH COMPANY  
NBC—Radio Station WSJS—NBC

are eager to get something to sell, even though the lines may be unrelated to their usual ones. Initial work among these outlets leads Campus to believe that they offer good distribution in the present crisis.

Carl-Art, Inc., Providence, has discontinued manufacture of all brass goods, substituting the more costly metals which raise the bottom price from \$1 to \$3. While the new line of pins, bracelets and identification tags will not provide sufficient volume or profit to maintain previous levels, it will maintain the company and will support continuance of trade journal advertising.

Uncas Mfg. Co., Providence, said to be the largest ring manufacturer in the country, has previously manufactured rings ranging all the way from ten cents and up for syndicate stores to more expensive units sold through jewelry jobbers. Many syndicate store numbers have been eliminated but some are being replaced with sterling silver and some with plastics, the latter line ranging in price from ten cents to \$1. Uncas has maintained a plastics department for the past ten years and this is now giving the company a marked advantage. Uncas is maintaining sales offices in this country, Cuba and England with their staffs.


#### SALES EXECUTIVE WANTED

Experienced directing sales of ampuls and drug specialties. Prefer man now successfully employed who wishes opportunity to expand and to grow with established progressive house. Investment and permanent association agreeable, if successful. State in confidence: age, education, past connections, salary expected. Box 1013, Sales Management, 386 Fourth Ave., New York.

#### PHOTOSTAT PRINTS

Photostat reproductions only 12c, letter size; (in quantities still less). Strengthen sales promotions with prints of testimonial letters, orders, etc. For office duplication, often costs less than typing or contact boxes.

MATHIAS and CARR, Inc.  
165 Broadway; 1 East 42nd Street  
Cortland 7-4836



**FOR A GOOD DAY'S WORK  
IN ST. LOUIS**



**GET A GOOD NIGHT'S  
SLEEP AT  
Lennox  
HOTEL**

COMPLETELY AIR-CONDITIONED • RATES FROM \$3.25



**Get Maximum  
Service Out of  
Your Signs**

Our new free booklet tells  
how. Write for copy.

**SIGNS OF LONG LIFE**  
by **ARTKRAFT**  
SIGN CO., LIMA, OHIO

Frank Morrow Co., Providence, which previously produced materials for jewelry manufacturers, has become a finished goods house, using sterling silver. Its new line of earrings, identification bracelets and other items retails from 59 cents to \$1, and is sold through jewelry jobbers, representing an entirely new setup. But for slowness in getting sterling silver, Mr. Morrow states that the newly developed line would have chalked up the largest sales volume in company history.

Kesteman Bros. Mfg. Co., Providence, is using full page space in jewelry trade journals to advertise a new all precious, non-corrosive combination known as "Kestemade Supreme," gold on silver base, a line now representing the bulk of this company's sales. Although it costs between 25 and 50% more than the previous non-precious metal line, the new line is going over well and is expected to maintain the company.

#### Production Costs Up

Speidel Corp. used double page in jewelry trade journals to announce its "Mignonette" watch bracelet, made of all precious metals, representing a change from brass to sterling base. This company is maintaining advertising although much copy emphasizes institutional themes.

W & H Jewelry Co., Providence, has replaced cheaper metals with an all precious metal combination of ten and 12-karat gold on sterling silver, with gratifying results. In spite of the added cost of this substitution, the line has been well received by the trade and consumers. This company plans to continue advertising its expanding bracelets and lockets in jewelry trade publications.

The Gold Filled & Rolled Gold Plated Manufacturers, an association of manufacturers producing those metals, will continue double page advertising in jewelry trade journals to emphasize the better quality now obtainable because of the general switch from non-precious metals to silver bases. Copy features such themes as "easiest to sell—better to buy," "this substitution an improvement," "gives customer greater intrinsic value" and "offers the retailer a higher unit sale."

While new creations are scarce, Trueart Jewelry Creations, Providence, is using trade journal advertising to announce a new type of earring which is more comfortable to wear and less easy to lose. This line is being manufactured in 24 different styles, retailing at \$1.50.

Ostby & Barton Co., ring manufacturer, is constantly developing its O-B

Scientific Hematites, imitation stones which have proved increasingly good sellers. Retailing at about one-third the cost of genuine stones, this line has taken up the sales slack caused by materials shortages and is enabling the company to maintain sales volume. The company is proceeding aggressively on sales and advertising plans for the year.

Adolph Meller Co., Providence, is featuring Trublak, imitation black onyx ring stones which are permanently guaranteed. This company, which manufactures stones only, reports good acceptance of the product with indications that the more expensive genuines may after the war have stiff competition from these imitations.

#### Silver Plate Out

Marathon Co., Attleboro, Mass., manufacturer of Kiddie Kraft and other jewelry, is going along as usual, using gold and rolled gold and maintaining sales and advertising. Swank, Inc., that city, is featuring its men's jewelry in sterling silver.

In the allied silversmith industry, companies are running on the same pattern. Plated silverware is discontinued for the duration. With jewelry manufacturers turning to sterling silver, silversmiths have found it increasingly difficult to get sufficient quantities of that product. Because of this scarcity, future operations depend to a considerable extent on whether the government will release silver.

Oneida Community, Ltd., manufacturer of silver plated ware for three-quarters of a century, has completely shut down factory operations.

Watson Co., Attleboro, has just announced a new sterling pattern. This company's advertising budget for the year is 50% larger than for last year, trade journals being used almost exclusively.

Gorham Co., has announced that no new patterns will be brought out for the duration, to conserve the materials and the supervisory and technical skills needed to produce them. Gorham reports business is good and that advertising campaigns and sales personnel are being maintained.

Reed & Barton, Taunton, Mass., has just announced six series of eight one-minute radio transcriptions for radio use. They feature top talent, miniature dramatization, music, sound effects and a variety of voices.

Kellogg Co., Battle Creek, has begun a campaign in newspapers c-to-c linked with the Government's "nutritional food" plan. Every Kellogg cereal copy says "is made from whole grain or is being restored with thiamin, niacin or iron to whole grain strength." Agency: Kenyon & Eckhardt, N. Y.



# Media & Agency News

## Magazines

More than 400 magazines, business papers, farm papers and house organs, with combined circulation of more than 90,000,000, reproduce the American flag on current covers to give special emphasis, this year, to Independence Day. Among them are magazines, such as *American Mercury* and *Readers' Digest*, which usually devote their covers to table of contents.

The idea was suggested, several months ago by Paul MacNamara of Hearst Magazines. A competition for best covers in each of several classifications is being sponsored by United States Flag Association. Vaughn Flannery heads the national jury of award.

\* \* \*

Publishers' Information Bureau, New York, inaugurates a department of magazine circulation and marketing records. Plan for it was organized by Magazine Marketing Service, in cooperation with publishers of 31 magazines. On any magazine or list of magazines selected from among participating publications, an advertiser or agent may now obtain, on short notice and at low cost, circulation by counties; by 1,090 cities and unincorporated places of 10,000 and more population; by salesmen's territories, or by any one of a number of established trading areas.

\* \* \*

Equitable Securities Corp., Nashville, purchases all the stock of *Southern Agriculturist*. No change is planned in publishing operations. Brownlee O. Currey, president of Equitable, also becomes president of the magazine, which was published by B. Kirk Rankin Sr., until his death in 1936. A. B. Le Strange will be vice-president, advertising manager and New York manager; W. M. Springer, Chicago manager; H. G. Walter, Detroit manager, and Kenneth Stansfield, manager, southern advertising department. Editorial personnel is unchanged.

\* \* \*

*Romantic Story*, a Fawcett publication, goes to 25 cents. . . *Outdoor Life* and *Field & Stream* both go to 20 cents a copy, \$2 a year. . . *Nation's Business* announces shorter closing dates and new advertising rates. Black and white page rate becomes \$1,800.

\* \* \*

Triangle Publications, Inc., publisher of *Philadelphia Inquirer*, New York Morning

*Telegraph* and *Guide* Magazines, appoints Harry Hayden general manager of the magazine division. This group consists of *Click*, *Screen Guide*, *Stardom*, *Movie-Radio Guide* and *Guide Detective Unit*.



Harry Hayden, appointed general manager for *Guide* Magazines.

Ellen Hess, now director of *McCall's* Washington bureau.



Ellen Hess resigns as editor of *Tide* to become director of *McCall's* Washington bureau. Reginald T. Clough succeeds her at *Tide*. . . Esther Kimmel is named editor of a new *Victory Homemaker* department of *True Story*. . . *Good Housekeeping* starts a product use and development division of Good Housekeeping Institute, directed by George W. Alder. . . Barbara Daly Anderson, director, Consumer Service Bureau of *Parents' Magazine* has been given the 1941 Josephine Snapp award, by Women's Advertising Club of Chicago, for most outstanding contribution by a woman to advertising in 1941. . . *Parents'* will devote its November issue to "The Postwar World."

\* \* \*

Magazine Marketing Service, New York, issues Release No. 2 of its study, by Elmo Roper, on "How the Market Pattern of Magazines Matches the Basic Market Pattern of Advertisers."

\* \* \*

George Ramage, former advertising manager of the *Instructor Magazine*, becomes advertising and sales promotion director of

*Young America*, succeeding John Escher, now with the Navy. . . Robert C. Gillboy is now advertising manager of the *Instructor*. . . Charles E. Gardner, after 47 years with F. A. Owen Publishing Co., retires as western advertising manager of the *Instructor*.

\* \* \*

Arthur M. Sherrill is now associate editor and Harold Smith advertising promotion manager of *Liberty*.

## Newspapers

*Yank*, 24-page tabloid newspaper for soldiers overseas, published its first issue on June 17. Print order was between 200,000 and 300,000. *Yank* already has correspondents overseas and expects soon to distribute partly in mat form for printing, with some of the pages done "locally," in Australia, the Caribbean, England or Ireland, and North Africa.

\* \* \*

Advertising lineage in newspapers of 52 large cities in May declined 12.6% from May, 1941, Media Records reports. All major classifications were lower—retail, 7.5%; general or national, 9.7; automotive, 66.4; financial, 28.4; classified, 12.9. . . For the first five months of 1942, total lineage in these cities was off 8.3%, with all major groups lower—retail, 2.8; general, 2.7; automotive, 66.6; financial, 10.1, and classified, 12%.

James W. Egan, Jr., becomes ad manager of N. Y. *Times*.



James W. Egan, Jr., from the New York *Mirror*, is appointed advertising manager of the New York *Times*. Warren Kelly is advanced from local manager to director of retail advertising of the *Mirror*.

\* \* \*

Following the retirement of Fred J. Oexman, Philip R. Cottrell is named national advertising manager of the Cincinnati *Times-Star*. Fred D. Burns, formerly automobile, resort and travel editor, becomes middle western advertising representative of the *Times-Star*, with office in Chicago.

## ONE RATE

One low uniform rate for all advertisers is WDRC's 10-year-old policy. The national rate is the same as that paid by the many local accounts who use this station consistently and profitably.

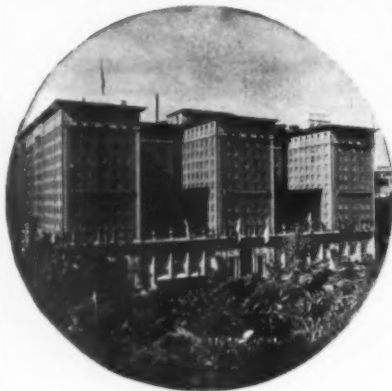
THE ADVERTISING TEST STATION IN  
THE ADVERTISING TEST CITY  
BASIC CBS, HARTFORD

# WDRC

CONNECTICUT'S PIONEER BROADCASTER



## ASK ANY SALES MANAGER WHO *Travels*



They all agree . . . for convenience, comfort, beauty and service . . . you can't beat The Biltmore in Los Angeles. Center of business and social life, home of the world-famous Biltmore Bowl . . . the most distinguished address in the West.

1500 ROOMS ALL WITH BATHS  
Singles \$4 to \$8. Doubles \$6.50 to \$10.

**THE BILTMORE HOTEL**  
LOS ANGELES • CALIFORNIA

**CALLING ALL TRAVELERS!**  
KEEP YOUR EXPENSES IN

**BEACH'S**  
"Common Sense"  
**EXPENSE BOOKS**

Get them from your stationer or write to  
**Beach Publishing Co., Detroit, Mich.**  
7238 Woodward Avenue

### SALARIED POSITIONS

\$2,500 to \$25,000. This thoroughly organized advertising service of 32 years' recognized standing and reputation, carries on preliminary negotiations for positions of the caliber indicated above, through a procedure individualized to each client's personal requirements. Several weeks are required to negotiate and each individual must finance the moderate cost of his own campaign. Retaining fee protected by refund provision as stipulated in our agreement. Identity is covered and, if employed, present position protected. If your salary has been \$2,500 or more, send only name and address for details. R. W. BIXBY, Inc., 118 Delward Bldg., Buffalo, N. Y.

SAVE STEPS IN  
**St. Louis** STOP AT **HOTEL**  
**Wennox**  
DOWNTOWN ON YOUR DOORSTEP  
COMPLETELY AIR-CONDITIONED • RATES FROM \$3.25

Wheeling, W. Va., *Intelligencer and News-Register* appoints Ward-Griffith Co., national advertising representative. . . Easton, Pa., *Morning Free Press* published a blackout edition on June 7. Printed in reverse, the front page was dark, with light type. . . Chicago *Tribune* recently observed its 95th anniversary. . . Niagara Falls, Ont., *Review* published a 76-page special edition on June 13, on completion of the approaches to the new Rainbow bridge across Niagara Falls.

Bureau of Advertising issues an Advertising Facts bulletin showing how Boston & Maine Railroad uses frankness and humor in newspaper advertising to solve public relations problems.

Richmond *Times-Dispatch* and *News-Leader* issue a study prepared by Sawyer-Ferguson-Walker Co., their national advertising representative, on "The New Dominion." Instead of being confined only to the Richmond area, the study, says J. L. Ferguson, is an effort to "evaluate all the markets which comprise Virginia's state-wide selling opportunities."

### Business Papers

Paul Wooton, Washington correspondent for the McGraw-Hill papers, has been elected president of National Conference of Business Paper Editors for a third consecutive year.



Paul Wooton, re-elected president of National Conference of Business Paper Editors.

John J. Whelan, elected president of N. Y. Dotted Line Club.



John J. Whelan, general manager of Haire Publications, is elected president of New York Dotted Line Club, advertising men's group affiliated with Associated Business Papers. Ralph F. Duysters, *Sheet Metal Worker*, is the new vice-president, and Kenneth J. Langley, *Oil & Gas Journal* is program chairman.

Richard von Schrenk, formerly executive vice-president of *National Provisioner*, Chicago, weekly meat packing publication, is elected president, succeeding Paul I. Aldrich, whose active duties terminated on February 1, 1940. Mr. Aldrich remains as editor emeritus, and Edward R. Swem is named editor.

Richard W. Lawrence Jr., has resigned as treasurer of Printers' Ink Publishing Co., to enter the Army air service. J. S. Heilman, secretary, succeeds him as treasurer, and R. W. Palmer, managing editor, becomes secretary.

Ernest Eberhard is named district manager of *Sweet's Catalog Service* at New York, to succeed R. P. Todd, now with the Army air force. . . *Chain Store Age* publishes in its grocery editions on July 1 its ninth annual *Grocer's Manual*. . . *Apparel Arts*, men's wear publication, invites its readers to become "war correspondents" to a new department.

### Radio

The more people stay home, the more they listen, C. E. Hooper, Inc., finds in a study of eight gasoline-rationed cities on the Eastern Seaboard as compared with seven non-rationed cities in the Middle West. Hooper's first report showed a listening decline in the midwestern cities from 30 to 29.1%, as compared with a measurement taken two weeks before, or a normal seasonal decline, whereas listening in the western cities increased in this period from 29 to 33.6%. . . Both Hooper and Cooperative Analysis of Broadcasting will issue further reports along this line.

Effective July 15, CBS offers advertisers a "two-way revision" in its network discounts: 1. A reduction in weekly "station hour" discounts of 5%, combined with 2. A new and additional "full network" discount of 15%. The second is available to all programs, regardless of the advertiser's total billing, which use all 115 United States stations on CBS.

FM Broadcasters, Inc., reports that New York City leads in number of frequency modulation sets, with 80,000 receivers within a 52-mile radius, followed by Chicago, 42,000 sets within 65 miles; New England, 35,000, including Boston, 10,000; Philadelphia, 17,000; Detroit, 16,000; Milwaukee and Los Angeles, each 13,000; Pittsburgh, 10,000.

Station WPDQ, Jacksonville, owned by Jacksonville Broadcasting Corp., will start operations about September 1, on a frequency of 1,270 kilocycles and on 5,000 watts power. James R. Stockton is president and Robert R. Feagin, manager of WBML, Macon, Ga., also will be manager of WPDQ.

Yankee Network in New England becomes affiliated with Mutual Broadcasting System. . . KDKA, Pittsburgh, now operates on a 24-hour schedule six days a week. . . KLO, Ogden-Salt Lake City, KOVO, Provo, and KEUB, Price, Utah, appoint Joseph Hershey McGillvra national advertising representative. . . KUTA, Salt Lake City and KTKC, Visalia, Cal., go to 5,000 watts power, WDEL, Wilmington, and WSJS, Winston-Salem, will go to 5,000 watts respectively on July 15 and August 1. . . WRAC, Williamsport, Pa., WMVA, Martinsville, Va., and WMRF, Lewistown, Pa., join the Red network. . . WTMJ, Milwaukee, Red outlet, owned by Milwaukee *Journal*, will increase rates from \$340 to \$360 per evening hour on October 1.

John M. Outler, Jr., commercial manager of WSB, Atlanta, has been appointed chairman, commercial managers' division, National Association of Broadcasters. . . Quincy Howe, news commentator, joins CBS. . . Jack Strickland, formerly sales manager of American network, joins W63NY, New York, under Bertram Lebar Jr., sales director of WHN-W63NY. . . Heagan Bayles, vice-president of Ruthrauff & Ryan, succeeds Frederic Wile Jr., now with the Manpower Board in Washington, as chairman of the radio advisory committee of the Advertising Council. . . Earl H. Gam-

mons, for 13 years manager of WCCO, Minneapolis-St. Paul, becomes director of the CBS Washington office, succeeding Harry C. Butcher, now with the Navy. . . William E. Forbes, from CBS, Los Angeles, is now manager of WCCO.

\* \* \*

CBS reproduces in booklet form the testimony of its president, William S. Paley, on May 6, before the House Committee on Interstate and Foreign Commerce, on "maintaining freedom of the air."

## Agencies

About 400 recognized agencies have responded to a call of American Association of Advertising Agencies to volunteer their services as units or individuals to work on Government war-aid advertising in cooperation with the Advertising Council. Selection, says the A.A.A.A., will vary with each situation, but "whenever possible, will be made by Government departments concerned.

"No selection of agencies for planning, creative work or placing will be made by the A.A.A.A. Whenever a creative job is to be run, it is the settled policy of the council to call on the advertisers underwriting it to select an agency to place it. If this should be a different agency from the one which did the planning and creative work, the placing agency would be expected to compensate" that agency.

\* \* \*

This, in effect, has already happened. Leo Burnett and a group of Chicago advertising men did a lot of preliminary creative work on the scrap metal salvage campaign, to start in various media on July 13, but the account went to McCann-Erickson.

\* \* \*

Dan Wettlin Jr., joins the Marine Corps, and Carter-Thomson Co., Philadelphia, will handle the accounts and affairs of Wettlin & Co., Camden, for the duration. . . John Krimsky, importer of "Maedchen in Uniform" and co-producer of "Emperor Jones," joins Buchanan & Co., New York, as executive on the Paramount Pictures account. . . George Wasey, account executive with Erwin, Wasey & Co., joins the Navy. . . Frank Smith, former vice-president in charge of production of Leo Burnett Co., is now with Benton & Bowles. . . Tolbert C. Miller is now with Kight Advertising Co., Columbus, as account executive. He was formerly catalog art director for Montgomery Ward. . . Howard M. Fillebrown, from Calkins & Holden, joins R. T. O'Connell Co., New York, as account executive. . . John L. Van Zant is now publicity director for J. Walter Thompson Co., Chicago office. . . Mary Furlong Moore joins S. Duane Lyon, Inc., New York, as merchandise publicity director. . . Gerald Guarch becomes associate art director of Grey Advertising Agency. . . Mace Advertising Agency, Peoria, becomes the 25th member of National Advertising Agency Network. . . Knollin Advertising Agency, San Francisco, moves to 111 Sutter street.

\* \* \*

New York State Milk Publicity Bureau reappoints J. M. Mathes, Inc., for an eighth year. . . Soundsciber Corp., maker of dictation recorders, etc., to Erwin, Wasey & Co., New Haven office. . . *American Girl* to Blaker Advertising Agency, New York. . . *Newsweek* to J. M. Mathes, Inc. . . Guardian Tobacco Co., distributor of Denictor products, to R. T. O'Connell Co., New York. . . Hollywood-Maxwell Co., brasieres; Hollywood Highland Sportswear Co., and California Belt Manufacturers Association to Hillman-Shane-Breyer, Inc., Los Angeles. . . B. M. Reeves Co., Brook-

lyn, importer and packer of olive oil, dates etc., to Director & Lane, New York. . . C. Walker Jones Co., Philadelphia, maker of industrial work gloves, to Carter-Thomson Co., there. . . Vulcan Proofing Co., maker of printers' rollers and blankets, and New Era Manufacturing Co., printing presses, to O. S. Tyson & Co., New York. . . Lee Manufacturing Co., Shreveport, La., uniforms, to Joe H. Langhammer & Associates, there. . . Superior Neon Products Co., and Fibre Case & Novelty Co., to Metropolitan Advertising Co., New York. . . O'Rourke-Eubanks Hat Co., San Francisco, maker of Castle hats, to Sidney Garfinkel Advertising Agency, there. . . Perkins Machine & Gear Co., Springfield, Mass., to Frank Best & Co., New York.



Conway Studios

Elmo Roper, new president of Market Research Council, N. Y.

## Market Research Council Elects Roper President

Elmo Roper, marketing consultant and researcher, has been elected president of Market Research Council, New York, succeeding Will S. Johnson, Vick Chemical

Co. Dr. D. B. Lucas, New York University, becomes vice-president; Ray A. Robinson, Crowell-Collier Publishing Co., secretary-treasurer, and John L. Bogert, Standard Brands, Inc., executive committeeman at large.

Mr. Roper, who has conducted *Fortune's* public opinion surveys for several years, also is consultant to Donald Nelson of the War Production Board, and assistant professor of journalism at Columbia University.

## Bulletin Runs "Share Your Car" Campaign

To help Philadelphia super markets to hold their customers, Philadelphia *Evening Bulletin* is running a campaign on the slogan, "Don't Be an Empty Back Seat Driver."

A survey by the *Bulletin* of 14,449 customers of 27 super markets in the Philadelphia area, made just before gasoline rationing started, showed that 6,822 or 47.2% walked to market, 5,937 or 41.1% went by automobile, 1,041 or 7.2% by street car, and smaller numbers by bus or subway.

The lowest percentage of automobile shopping was 17, for a centrally-located urban market. In a prosperous suburban community, on the other hand, 80% of customers came by car.

Less than 10% of shoppers interviewed said that they were sharing their cars. More than 50%, however, said that they would like to share cars but found neighbors not interested.

The *Bulletin* currently is making another check, under gasoline rationing, to ascertain the extent to which these proportions are being changed.

*An Address of Distinction in Chicago*



**The Drake** Lake Shore Dr. at Michigan Ave. - Chicago

on the famous . . .  
**GOLD COAST**

The Drake, on the shores of beautiful Lake Michigan, offers every convenience to the visitor in Chicago. Close to shopping centers, theatres, movies, smart night clubs, ball parks. Fast transportation to all parts of Chicago and suburbs. Away from the noise and congestion of the Chicago Loop—yet, only 5 minutes from Downtown.

A. S. KIRKEBY, *Managing Director*



# EXTRA BUYING POWER MEANS EXTRA READING TIME!

When people are making money—in the 1942 sense of the word—they spend more time with the advertising in their newspaper . . .

## Holyoke Payrolls Are Up 100% Over a Year Ago

It's just plain human nature. Extra dollars in the pocketbook inevitably bring the itch to spend them for long-needed items . . . to "pretty up" the home . . . to buy new clothes . . . to buy more food products . . . to buy more of everything . . .

## Holyoke Has Long Been A Preferred City-of-the-Month

Not only do the people pay more attention to newspaper ads when they have plenty of money to spend, but they have more ads to look at since more advertisers are using the newspapers to cut themselves a share of the rich market . . .

## Ad-Reading Is a Strong Habit in Holyoke These Days

How could it be otherwise with Holyoke solidly entrenched among the Preferred Cities-of-the-Month . . . its index higher than the national index . . .

Holyoke's city index continues as the second highest in Massachusetts. Why don't you cut your share of this booming market . . . through the

# HOLYOKE TRANSCRIPT TELEGRAM HOLYOKE, MASS.

*Holyoke's Only Newspaper*



# Sales Management High-Spot Cities

SALES MANAGEMENT's Research and Statistical Department has maintained for several years a running chart on the business progress of nearly 200 large cities. The ones shown in the following columns are those where, for the 12-month period ending 60 days ahead, *retail sales* should show the greatest increases.

Two index figures are given under "Retail Sales Index," and one volume figure. Under "Rate of Change" we first show the "City Index." A figure of 126.0, for example, means that retail sales in this city for the 12-month period ending on the designated date will show a probable increase of 26% over the similar 12-month period ending a year previously . . . the *second* column, "City-National Index" relates that city change to the probable national change for the same period. A city may have a sizeable gain over its own past but the rate of gain may be less than that of the nation. All figures in the second column above 100

indicate cities whose gains are greater than that of the U. S. A.

The *third* column, called "Volume of Change," gives the dollar and cents gain in retail sales for the same period as is used in the index columns.

Readers who wish to determine the *total volume* of retail sales for the 12 months ending on the designated date of the year *preceding* (1941) should use this formula:

$$\frac{\text{Gain in millions}}{\text{Percentage gain}} \times 100 = \frac{\text{Total volume}}{\text{retail sales}}$$

To secure probable volume for 12 months ending *this year*, add gain in millions to quotient secured from above formula.

Example: City index of 126, and gain of \$52 millions: \$52,000,000 divided by 26 and multiplied by 100 equals \$200,000,000, which is total volume for period ending same date last year. Add \$52,000,000 and you get volume of \$252,000,000, as expected total for 12 months ending 60 days hence.

Suggested uses for this index: (a) Special advertising and promotion drives in spot cities. (b) A guide for your branch and district managers. (c) Revising sales quotas. (d) Basis of letters for stimulating salesmen and forestalling their alibis. (e) Checking actual performance against potentials.



## Retail Sales Estimates—12 Months Ending August 31

Starting on page 81 are the important cities charted regularly by SALES MANAGEMENT where retail sales increases will be shown for the year ending August 31, 1942.

SALES MANAGEMENT's estimates show that sales volume—for several months on a fairly level plateau—has definitely started to slide off. For the year ending August 31 the gain will be 18% over the same period of last year, which is the first time this year that the figure has been under the 20's. The probable national gain in U.S.A. retail sales for the 12 months ending next August 31, compared with the similar 1941 period will be \$9,402,300,000, and the total retail sales volume will be \$61,637,300,000.

*As a special service this magazine will mail 20 days in advance of publication, a mimeographed list giving estimates of 12-months Retail Sales volumes and percentages for approximately 200 cities. The price is \$1.00 per year.*



## Sales Management High-Spot Cities

All cities in this table should show a gain in retail sales for the year ending August 31.

Three primary points should be kept in mind in studying these tables:

1. How does the city stand in relation to its last year figure? If the "City Index" is above 100, it is doing more business than a year ago.

2. How does the city stand in relation to the nation? If the "City-National Index" is above 100 it means that the city's retail activity is more favorable than that of the nation as a whole.

3. How big a market is it? The dollar volume reflects quantity of sales. In the tables readers will find many medium-sized cities with big percentage gains but small dollar gains, many big cities with small percentage gains but big dollar gains.

★ Cities marked with a star are Preferred-Cities-of-the-Month, with gains equalling or exceeding the national gain.

The ten cities leading in city-national indices for the year ending August 31 are: San Diego, Cal., 130.9%; Portland, Me., 127.6%; Augusta, Ga., 124.6%; Mobile, Ala., 124.2%; Sheboygan, Wis., 119.9%; Long Beach, Cal., 118.6%; Wichita, Kan., 116.6%; Seattle, Wash., 115.7%; Passaic, N. J., 114.0%; Oakland, Cal., 113.6%.

RETAIL SALES  
(12 months ending August  
31, 1942, compared with  
August 31, 1941)

	Rate of Change	Volume of Change	
City	City- National Index	Gain in Millions	
U. S. A.	118.0	100.0	\$9,402.30
Alabama			
★ Mobile	146.5	124.2	20.85
★ Birmingham	132.5	112.3	43.50
★ Montgomery	119.4	101.2	7.25
Arizona			
★ Phoenix	126.6	107.3	14.50
Tucson	116.7	98.9	4.75
Arkansas			
★ Fort Smith	131.0	111.0	6.10
Little Rock	117.5	99.6	9.05
California			
★ San Diego	154.5	130.9	82.90
★ Long Beach	140.0	118.6	41.40
★ Oakland	134.0	113.6	77.20
★ Stockton	122.1	103.5	9.45
★ San Jose	120.0	101.7	10.40

**NEW BRITAIN**  
**TOPS THE LIST OF**  
**CONNECTICUT HIGH SPOT**  
**CITIES FOR THE FOURTH**  
**CONSECUTIVE MONTH**

A  
Sales  
Management  
Preferred List  
High-Spot City

**NEW BRITAIN HERALD** NEW BRITAIN  
CONNECTICUT  
REPRESENTED BY STORY BROOKS AND FINLEY INC.

**NEW LAST YEAR!**  
-AND- **LOOK HOW IT FITS!**



**SAN DIEGO'S**  
**1940 "CENSUS SUIT"**  
**OVER 50% TOO SMALL**

1940 Census - 203,101

Chamber of Commerce  
May 1942 - est. 310,000

June 1942 Registrar of  
Voter's estimated  
nearly 350,000

Circulation is keeping pace!

BUY San Diego on today's  
facts! Get latest market data  
from our National Representatives  
- otherwise you will grossly mis-  
judge the San Diego of TODAY!

**SAN DIEGO UNION**  
**and TRIBUNE - SUN**

REPRESENTED NATIONALLY BY WEST-HOLLIDAY CO., Inc.

New York • Chicago • Cleveland • Denver • Seattle • Portland • San Francisco • Los Angeles

# Sales Management High-Spot Cities

(Continued from page 81)

RETAIL SALES  
(12 months ending August  
31, 1942, compared with  
August 31, 1941)

	Rate of Change	Volume of Change	
City	City- National Index	Gain in Millions	
<b>California (Cont'd)</b>			
★ Berkeley . . . . .	119.6	101.4	10.55
Los Angeles . . . . .	116.5	98.7	157.80
Fresno . . . . .	116.5	98.7	11.15
San Francisco . . . . .	114.7	97.2	65.30
Pasadena . . . . .	109.6	92.9	6.00
Santa Barbara . . . . .	108.3	91.8	1.85
San Bernar- dino . . . . .	107.5	91.1	2.45
Sacramento . . . . .	106.9	90.6	6.20
<b>Colorado</b>			
Denver . . . . .	118.0	100.0	36.80
Colorado Springs . . . . .	110.0	93.2	2.15
Pueblo . . . . .	108.6	92.0	2.10
<b>Connecticut</b>			
★ New Britain . . . . .	129.5	109.7	10.95



**The Hartford Courant**  
Established 1764

(Sells for 4c)

Represented Nationally by  
**GILMAN, NICOLL & RUTHMAN**  
New York, Philadelphia, Boston  
Detroit, Chicago, San Francisco

## Connecticut (Cont'd)

★ Hartford . . . . .	127.2	107.8	40.45
★ Waterbury . . . . .	122.0	103.4	13.10
★ New Haven . . . . .	121.7	103.1	23.60
★ Bridgeport . . . . .	120.5	102.1	19.80
Stamford . . . . .	115.0	97.5	5.80

## Delaware

Wilmington . . . . .	110.0	93.2	8.60
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## District of Columbia

★ Washington . . . . .	124.7	105.7	123.55
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## Florida

Tampa . . . . .	116.0	98.3	10.05
Jacksonville . . . . .	107.6	91.2	7.75
Miami . . . . .	104.0	88.1	8.25

## Georgia

★ Augusta . . . . .	147.0	124.6	15.15
★ Albany . . . . .	129.2	109.5	3.80
★ Macon . . . . .	128.2	108.6	10.25
★ Savannah . . . . .	120.6	102.2	8.85
Atlanta . . . . .	117.5	99.6	39.00
Columbus . . . . .	117.5	99.6	6.75

## Hawaii

★ Honolulu . . . . .	124.0	105.1	36.25
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## Idaho

★ Boise . . . . .	121.0	102.5	5.40
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## Illinois

★ East St. Louis . . . . .	131.0	111.0	10.90
★ Rockford . . . . .	127.5	108.1	17.70
★ Moline-Rock Island—E. Moline . . . . .	120.3	101.9	9.30
Chicago . . . . .	116.2	98.5	290.30
Peoria . . . . .	115.4	97.8	12.25

## Indiana

★ Fort Wayne . . . . .	124.0	105.1	16.85
★ Indianapolis . . . . .	123.0	104.2	54.60
★ Terre Haute . . . . .	120.0	101.7	8.30
Gary . . . . .	115.8	98.1	9.15
Evansville . . . . .	114.8	97.3	8.70
South Bend . . . . .	113.0	95.8	8.80

## Iowa

★ Sioux City . . . . .	127.0	107.6	12.90
★ Cedar Rapids . . . . .	122.5	103.8	9.10
Des Moines . . . . .	117.0	99.2	15.60
Davenport . . . . .	111.0	94.1	4.50

## Kansas

★ Wichita . . . . .	137.6	116.6	26.65
★ Kansas City . . . . .	120.0	101.7	8.40
Topeka . . . . .	113.6	96.3	4.55

## Kentucky

★ Louisville . . . . .	125.0	105.9	43.70
Lexington . . . . .	115.0	97.5	5.15

## Louisiana

★ New Orleans . . . . .	122.3	103.6	40.75
★ Shreveport . . . . .	121.7	103.1	11.70

## Maine

★ Portland . . . . .	150.6	127.6	26.95
Bangor . . . . .	117.0	99.2	4.20

## Maryland

★ Baltimore . . . . .	119.3	101.1	99.00
★ Cumberland . . . . .	118.1	100.1	4.40

## Massachusetts

★ Worcester . . . . .	121.5	103.0	26.10
★ Holyoke . . . . .	120.8	102.4	5.75
★ Springfield . . . . .	120.5	102.1	20.40

## Massachusetts (Cont'd)

★ Fall River . . . . .	119.0	100.8	10.00
Lowell . . . . .	113.0	95.8	5.80
New Bedford . . . . .	111.7	94.7	6.35
Boston . . . . .	110.0	93.2	57.00

## Michigan

★ Battle Creek . . . . .	124.0	105.1	7.85
★ Jackson . . . . .	122.6	103.9	8.60
★ Bay City . . . . .	120.2	101.9	5.70
Lansing . . . . .	118.0	100.0	11.10
Detroit . . . . .	115.1	97.5	148.15
Kalamazoo . . . . .	114.7	97.2	7.00
Saginaw . . . . .	111.6	94.6	5.45
Grand Rapids . . . . .	111.4	94.4	11.85
Flint . . . . .	108.0	91.5	7.70

## Minnesota

★ Minneapolis . . . . .	122.5	103.8	66.35
★ St. Paul . . . . .	120.6	102.2	39.25
★ Duluth . . . . .	119.2	101.0	10.05

## Mississippi

★ Jackson . . . . .	125.0	105.9	8.35
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## Missouri

★ St. Joseph . . . . .	121.5	103.0	7.25
★ St. Louis . . . . .	120.0	101.7	83.95
Kansas City . . . . .	117.5	99.6	46.20
Springfield . . . . .	116.7	98.6	5.65

## Montana

Billings . . . . .	115.0	97.5	3.40
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## Nebraska

★ Omaha . . . . .	124.1	105.2	29.75
Lincoln . . . . .	104.0	88.1	1.65

## Nevada

Reno . . . . .	115.0	97.5	4.40
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## New Hampshire

★ Manchester . . . . .	118.7	100.6	7.35
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## New Jersey

★ Passaic . . . . .	134.5	114.0	16.75
★ Camden . . . . .	122.3	103.6	14.15
Newark . . . . .	116.3	98.6	48.65
Jersey City Hoboken- Paterson . . . . .	114.0	96.6	31.50
Trenton . . . . .	113.6	96.3	10.65

## New Mexico

★ Albuquerque . . . . .	118.3	100.3	5.40
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## New York

★ Elmira . . . . .	132.5	112.3	11.10
★ Niagara Falls . . . . .	127.2	107.8	11.75
★ Utica . . . . .	122.3	103.6	11.55
★ Jamestown . . . . .	120.5	102.1	5.55
★ Buffalo . . . . .	119.0	100.8	58.70
Syracuse . . . . .	117.5	99.6	22.75
Binghamton . . . . .	116.0	98.3	7.70
Rochester . . . . .	115.8	98.1	31.05
Troy . . . . .	112.5	95.3	4.05
New York . . . . .	109.5	92.8	331.80
Albany . . . . .	102.5	86.9	2.15

## North Carolina

★ Durham . . . . .	122.3	103.6	6.55
★ Winston-Salem . . . . .	120.7	102.3	7.10
★ Asheville . . . . .	120.5	102.1	7.00
Raleigh . . . . .	117.2	99.3	5.55
Greensboro . . . . .	116.5	98.7	5.75
Charlotte . . . . .	116.0	98.3	11.05

## North Dakota

★ Fargo . . . . .	118.9	100.8	4.90
Grand Forks . . . . .	115.5	97.9	2.20

RETAIL SALES  
(12 months ending August  
31, 1942, compared with  
August 31, 1941)

Rate of  
Change

Volume of  
Change

City  
Index

National  
Index

Gain  
in  
Millions

Ohio

★ Akron	126.0	106.8	38.40
★ Cincinnati	123.8	104.9	70.90
★ Toledo	121.0	102.5	36.80
★ Cleveland	120.0	101.7	116.20
★ Canton	119.7	101.4	14.65
★ Dayton	119.5	101.3	29.00
★ Youngstown	119.0	100.8	20.30
★ Columbus	118.5	100.4	35.85
★ Springfield	116.5	98.7	6.30
★ Zanesville	113.2	95.9	3.15
★ Steubenville	109.4	92.7	2.70

Oklahoma

★ Tulsa	126.0	106.8	19.30
★ Oklahoma City	117.7	99.7	17.10

Oregon

★ Portland	128.0	108.5	63.40
★ Salem	126.0	106.8	6.45

Pennsylvania

★ Erie	125.0	105.9	15.95
★ York	125.0	105.9	9.75
★ Johnstown	120.5	102.1	9.50
★ Harrisburg	119.5	101.3	11.75
★ Philadelphia	118.0	100.0	172.15
★ Lancaster	117.3	99.4	7.10
★ Williamsport	116.5	98.7	4.75
★ Scranton	114.7	97.2	8.80
★ Pittsburgh	114.3	96.9	68.35
★ Allentown	114.0	96.6	8.30
★ Wilkes-Barre	113.5	96.2	6.55
★ Altoona	106.6	90.3	2.90
★ Reading	105.5	89.4	3.65

Rhode Island

★ Providence	127.5	108.1	46.15
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South Carolina

★ Greenville	129.5	109.7	10.65
★ Charleston	126.2	106.9	11.05
★ Columbia	113.3	96.0	6.10
★ Spartanburg	112.0	94.9	3.20

South Dakota

★ Sioux Falls	133.0	112.7	9.80
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Tennessee

★ Memphis	131.5	111.4	56.10
★ Chattanooga	126.5	107.2	18.25
★ Nashville	120.0	101.7	19.25
★ Knoxville	118.0	100.0	11.45

Texas

★ Fort Worth	129.0	109.3	30.80
★ Wichita Falls	129.0	109.3	8.35
★ Dallas	126.0	106.8	54.10
★ Waco	126.0	106.8	7.25
★ Houston	124.5	105.5	59.25
★ Beaumont	122.0	103.4	7.95
★ San Antonio	118.5	100.4	22.90
★ Austin	117.3	99.4	7.20
★ Galveston	112.6	95.4	3.40
★ El Paso	110.2	93.4	5.55

Utah

★ Ogden	122.0	103.4	5.35
★ Salt Lake City	121.7	103.1	19.05

Vermont

★ Burlington	116.0	98.3	3.30
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Virginia

★ Portsmouth	131.5	111.4	7.50
★ Norfolk	125.6	106.4	23.10
★ Richmond	122.7	104.0	28.80
★ Lynchburg	114.5	97.0	3.70
★ Roanoke	109.4	92.7	4.20
★ Newport News	104.5	88.6	1.25

Washington

★ Seattle	136.5	115.7	104.60
★ Tacoma	132.0	111.9	24.65
★ Spokane	111.5	94.5	9.40

West Virginia

★ Charleston	119.7	101.4	10.80
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West Virginia (Cont'd)

★ Huntington	112.0	94.9	4.75
★ Wheeling	106.7	90.4	2.40

Wisconsin

★ Sheboygan	141.5	119.9	10.35
★ Superior	132.0	111.9	5.90
★ Milwaukee	124.0	105.1	82.60
★ Manitowoc	123.5	104.7	3.55
★ Green Bay	119.0	100.8	6.00
★ La Crosse	111.5	94.5	2.70

Wyoming

★ Cheyenne	118.5	100.4	3.20
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## "What SALESMEN Think of SALES MANAGERS"

You Can Find Out Right Now  
At Our Expense!

Concerned with sales in any way? Then here's a book you'll want. It took a big survey sponsored by the Boston Sales Managers Club—the response of 1500 salesmen—the editing and analyses of marketing experts Professors H. R. Tosdal and R. M. Cunningham . . . to produce "What Salesmen Think of Sales Managers". Yet the price is only \$2—and you may examine it at our expense for 7 days before you even consider buying it.

### Things You Never Knew Before!

Eleven big eye-opening chapters. Facts that are news to you, because salesmen can't always speak their minds. Here they do—openly, constructively, fairly. Their comments cover everything from quotas to sales contests—from personal conferences

to expense accounts—from pet peeves to "qualities every sales manager should possess". No wonder K. N. Merritt, President of Nat'l Federation of Sales Executives, says about this book, "There's something there for almost everyone in business management today—right up to the top!"

### Published Only to Help You!

The price of this book covers only actual publication costs. The only profit will be made by you—from reading and heeding its illuminating information. That's what's behind the \$2 price. Send the coupon below for your FREE EXAMINATION copy, study it for 7 days, then make up your own mind whether you want to keep it. We'll bill you later on, if you do—and we think you will. 1500 salesmen can't be wrong!

### Fill Out and Mail This Coupon TODAY

BOSTON SALES MANAGERS CLUB  
80 Federal St., Boston, Mass.

Rush me . . . . . copies of "What Salesmen Think of Sales Managers"—for my FREE EXAMINATION. After 7 days I will either be ready to pay your invoice of \$2 per copy, or return the book.

If I decide to keep book, bill me ☐ Bill my company ☐

Name . . . . .

Firm . . . . .

Address . . . . .

City . . . . . State . . . . .



# C O M M E N T

BY RAY BILL



**T**RUMAN MAKES HEADLINES! Any one in political life lives on the public attention which he can attract or otherwise beget. Therefore, chairman Senator Harry S. Truman of Missouri presumably derives much satisfaction from the fact that *The Special Committee to Investigate the National Defense Program* is commonly referred to as "The Truman Committee" and its much discussed report commonly called "The Truman Report." No doubt, he also likes the front-page headline success of his attack on a certain specifically named dollar-a-year man.

To us, however, the whole proposition reeks of the stale odor of anti-climax and post mortem, savors too strongly of politics if not of personal vilification, and winds up very much of a dud. Leaving out personalities, the serious critical findings of "the Truman report" boil down to:

1. Curtailment of less essential civilian production could and should have proceeded faster in the early part of 1942 than it did.
2. Conversion to war production, in those plants where civilian production was curtailed, could and should have proceeded faster.
3. Small business, labor and independent engineers could and should have been permitted to play a more important role in expediting war production and conversion.

Of themselves, these conclusions fail to make front page headline news. Clearly they fall within the realm of personal opinion and judgment, especially when it comes to relative importance of the individual factors and the exact degree of perfection attainable.

Against these rather dull findings was imposed, more in the publicity releases than in the report itself, the quite amazing theory that one dollar-a-year business man was in large degree personally responsible for the failure to attain results substantially closer to perfection.

But here, unfortunately, we find live material for newspaper headlines, which publishers and editors seek to keep exciting. "National Defense Program proceeding too slowly" lacks news drama, while "High-incomed, dollar-a-year business man impedes war program" excites. Whether for better or worse, that typifies the way a lot of newspapers figure things out—as smart politicians know.

What grows out of this sort of thing? As far as we can see, almost endless questions and discussions, throughout the country—questions such as: What kind of a guy is Truman? Who else is on his committee? Has he got a personal grudge against the particular dollar-a-year man? Is he carrying the ax against him for someone else, such

for instance, as a disgruntled ex-member of the OPM-WPB organization, or Assistant Attorney General Thurman Arnold? Is it a pure case of smearing?

And then on the broader side, queries like this: What does James S. Knowlson think? What does Donald Nelson think? What does the President think? Is this attack part of a studied program to discredit business men and the part they are playing in helping to win the war? Is it a move on the part of Congress, or the Administration, to "eliminate" dollar-a-year men from Washington? Is this part of a carefully marshalled plan to destroy free enterprise?

We do not profess to know the exact answers to all such questions. We doubt that anyone knows all the answers to such questions or ever will. But we feel:

1. It is puerile for an important committee of Congress dealing with a war problem to single out for disparagement a junior executive of a governmental war agency.
2. The attempt to discredit Philip Reed, while whitewashing his superiors, James Knowlson and Donald Nelson, cannot succeed. We don't blame Mr. Nelson for being angry, for, as head man, he stands more indicted by "the Truman Committee" than does his junior Mr. Reed.
3. We admire Mr. Nelson for his promptness in endorsing Mr. Reed on a four-square basis, even as we do his unwillingness to be "politically wise" in a selfish way in his handling of this incident.
4. If Congress is going to condemn individuals for inability to do a seven years' job in seven minutes it will have to put out committee reports hourly and involve nearly everyone engaged in the war program, including officers in uniform—because war jobs as colossal as this country has undertaken cannot achieve perfect efficiency.
5. The country will be better served, the war won quicker and more certainly, if individuals are commended for jobs well done (in a fair, relative sense) rather than pilloried for failure to attain perfection.
6. Congress and its members as individuals will be well advised to foster confidence, inspiration and unity instead of doing what "The Truman report" has done: Promote fears, fights, politics, and disunity.
7. We believe in the competency, fairness and patriotism of Philip Reed. We do not think he has been or will be infallible in solving the problems to which he must apply himself, but by comparison with his critics, we think his stature looms high above theirs.
8. "The Truman Committee" is itself living in a glass house, in the sense that it did not break any speed records in getting out its own report.
9. The best, most significant and most newsworthy feature of "the Truman report" lies in these few lines, quoted from the report itself: "There is unanimous agreement that a satisfactory curtailment program is at last under way. Curtailment, however, is but half of the conversion program—the War Production Board must assume a more active role in the planning of procurement and in guiding the distribution of contracts."